



Cornell University

ANNOUNCEMENTS

1969-70

School of
Hotel Administration

Cornell Academic Calendar

1969-70*

Registration, new students	Th, Sept. 11
Registration, old students	F, Sept. 12
Fall term instruction begins, 7:30 A.M.	M, Sept. 15
Midterm grade reports due	S, Oct. 25
Thanksgiving recess:	
Instruction suspended, 1:10 P.M.	W, Nov. 26
Instruction resumed, 7:30 A.M.	M, Dec. 1
Fall term instruction ends, 1:10 P.M.	S, Dec. 20
Christmas recess	
Independent study period begins	M, Jan. 5
Final examinations begin	M, Jan. 12
Final examinations end	T, Jan. 20
Interession begins	W, Jan. 21
Registration, new students	Th, Jan. 29
Registration, old students	F, Jan. 30
Spring term instruction begins, 7:30 A.M.	M, Feb. 2
Deadline: changed or make-up grades	M, Feb. 9
Midterm grade reports due	S, Mar. 14
Spring recess:	
Instruction suspended, 1:10 P.M.	S, Mar. 28
Instruction resumed, 7:30 A.M.	M, Apr. 6
Spring term instruction ends, 1:10 P.M.	S, May 16
Independent study period begins	M, May 18
Final examinations begin	M, May 25
Final examinations end	T, June 2
Commencement Day	M, June 8
Deadline: changed or make-up grades	M, June 15

* The dates shown in the Academic Calendar are subject to change at any time by official action of Cornell University.

CORNELL UNIVERSITY ANNOUNCEMENTS

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Cornell University

School of
Hotel Administration

1969-70

Programs leading to professional careers in the management of hotels, motels, restaurants, clubs, hospitals, and institutions generally, and in the design and layout of the equipment for them.



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The courses and curricula described in this *Announcement*, and the teaching personnel listed therein, are subject to change at any time by official action of Cornell University.

Mrs. Ellsworth M. Statler, widow of the School's principal benefactor, enters the door of Statler Inn to attend the annual Hotel Ezra Cornell. Her entrance marks the opening of a series of receptions, dinner, lectures, and exhibits—all planned for guests invited from the hotel and restaurant industry.



The School's Committee on Admissions meets frequently to make a careful selection of student applicants, whose requests have first been screened for qualifications by the University's Admissions Office. (Left to right) Mr. Clinton L. Rappole, Assistant Professors David C. Dunn and William Fisher, Dean Robert A. Beck, and Assistant Deans Paul L. Gaurnier and Gerald W. Lattin.

CORRESPONDENCE CONCERNING . . .

The academic requirements for admission (see pp. 98-99) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

The personal requirements for admission (see p. 100), specifically regarding interviews, should be addressed to the Admissions Committee, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

The program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students should be addressed to the School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Credit against the practice requirement should be addressed to the Chairman, Practice Committee, Statler Hall, Cornell University, Ithaca, New York 14850.

UNIVERSITY ADMINISTRATION

James A. Perkins, President of the University
Dale R. Corson, University Provost
Mark Barlow, Jr., Vice President for Student Affairs
Stuart M. Brown, Jr., Vice President for Academic Affairs
John E. Burton, Vice President—Business
Lewis H. Durland, University Treasurer
W. Keith Kennedy, Vice Provost
E. Hugh Luckey, Vice President for Medical Affairs
Thomas W. Mackesey, Vice President for Planning
Paul L. McKeegan, Director of the Budget
Robert D. Miller, Dean of the University Faculty
Steven Muller, Vice President for Public Affairs
Arthur H. Peterson, University Controller
Neal R. Stamp, Secretary of the Corporation, and University Counsel
[Vacancy], Vice President for Research and Advanced Studies

SCHOOL OF HOTEL ADMINISTRATION

Robert A. Beck, Ph.D., Dean of the School of Hotel Administration and E. M. Statler Professor in Hotel Administration
Paul L. Gaurnier, M.S., Assistant Dean of the School of Hotel Administration and Assistant Professor in Hotel Administration
Gerald W. Lattin, Ph.D., Assistant Dean of the School of Hotel Administration and Professor in Hotel Administration
Katherine R. Spinney, B.A., B.L.S., Reference Librarian, School of Hotel Administration

STAFF OF INSTRUCTION

In the School of Hotel Administration

(This list includes only those members of the University staff whose sole instructional responsibility is the teaching of students in the School of Hotel Administration.)

Howard Bagnall Meek, Ph.D., Sc.D. in Ed., E. M. Statler Professor in Hotel Administration, Emeritus
Frank H. Randolph, B.A., M.E., P.E., Professor in Hotel Engineering, Emeritus
Thomas W. Silk, A.B., B.S., M.S., Professor in Hotel Accounting, Emeritus
Louis A. Toth, C.P.A., Professor in Hotel Accounting, Emeritus
O. Ernest Bangs, Associate Professor in Food Facilities Engineering
James H. Barrett, Ph.D., C.P.A., Lecturer in Hotel Accounting
Robert A. Beck, Ph.D., E. M. Statler Professor in Hotel Administration and Dean of the School of Hotel Administration
Matthew Bernatsky, Professor in Hotel Administration
Donald M. Biles, B.S., General Manager, Skytop Lodge, Skytop, Pennsylvania, Lecturer in Hotel Administration
Leslie E. Bond, Cdr., USN (Ret.), Lecturer in Hotel Administration

6 FACULTY

Paul R. Broten, B.S., M.S., Professor in Hotel Engineering
Robert M. Chase, B.M.E., M.B.A., Assistant Professor in Hotel Engineering
Vance Christian, A.B., B.S., M.S., Assistant Professor in Hotel Administration
Charles E. Cladel, M.S., C.P.A., Professor in Hotel Accounting
Warren M. Cole, B.S., Lecturer in Hotel Engineering
Richard A. Compton, B.S.M.E., M.S., Assistant Professor in Hotel Engineering
Donal A. Dermody, M.S., Assistant Professor in Hotel Administration
David C. Dunn, Ph.D., Assistant Professor in Hotel Accounting
Myrtle Ericson, M.S., Professor in Hotel Administration
William Fisher, Ph.D., Assistant Professor in Hotel Accounting
Charles Fournier, President, Gold Seal Vineyards, Inc. Hammondsport, New York, Lecturer in Hotel Administration
Paul L. Gaurnier, M.S., Assistant Professor in Hotel Administration and Assistant Dean of the School of Hotel Administration
H. Victor Grohmann, B.S., President, Needham & Grohmann, Inc., Lecturer in Hotel Administration
Mrs. Valerie Gyrisco, M.S., Lecturer in Hotel Administration
Walter Herrmann, B.S., Lecturer in Hotel Administration and General Manager, Statler Inn
Albert E. Koehl, B.S., President, Koehl, Landis & Landan, Inc., New York City, Lecturer in Hotel Administration
Gerald W. Lattin, Ph.D., Professor in Hotel Administration and Assistant Dean of the School of Hotel Administration
John D. Lesure, B.S., C.P.A., Senior Partner, Laventhol, Krekstein, Horwath & Horwath, New York City, Acting Assistant Professor in Hotel Accounting
Keith McNeill, B.S., Lecturer in Hotel Administration
William Morton, Ph.B., Vice President, Sheraton Corporation of America, Lecturer in Hotel Administration
Mrs. Helen J. Recknagel, Ph.D., Professor in Hotel Administration and Editor, School Publications
Clinton L. Rappole, M.S., Lecturer in Hotel Administration
Eben S. Reynolds, B.A., B.S., M.S., Associate Professor in Hotel Accounting
Charles I. Sayles, B.S., M.E.E., Professor in Institutional Engineering
Mrs. Ellen C. Seaburg, B.S., Lecturer in Hotel Administration
John H. Sherry, B.S., LL.B., Professor in Hotel Administration
Mrs. Laura Lee W. Smith, Ph.D., Professor in Hotel Administration
Katherine R. Spinney, B.A., B.L.S., Reference Librarian, School of Hotel Administration
Jeremiah J. Wanderstock, Ph.D., Professor in Hotel Administration
Herbert Witzky, M.B.A., Lecturer in Hotel Administration
Mrs. Joyce Woodworth, B.S., Lecturer in Hotel Administration

In Other Schools and Colleges of Cornell

(This list includes only those members of the University instructing staff who are directly engaged in giving courses regularly taken by students in the School of Hotel Administration.)

Charles D. Ackerman, Ph.D., Assistant Professor of Sociology
George P. Adams, Jr., Ph.D., Professor of Economics
Richard Davison Alpin, Ph.D., Associate Professor of Marketing
Doris J. Breunig, M.A., Assistant Professor of Institution Management
Ronald Frederick G. Campbell, Ph.D., Assistant Professor of Communication Arts

Nai-Ruenn Chen, Ph.D., Assistant Professor of Economics
 J Milton Cowan, Ph.D., Professor of Linguistics and Director of the Division
 of Modern Languages
 Lawrence Bryce Darrah, Ph.D., Professor of Marketing
 Melvin G. de Chazeau, Ph.D., Professor of Business Economics and Policy
 Douglas F. Dowd, Ph.D., Professor of Economics
 John C. H. Fei, Ph.D., Professor of Economics
 Heywood Fleisig, M.A., Assistant Professor of Economics
 Chester Higby Freeman, M.S.A., Associate Professor of Communication Arts
 Walter Galenson, Ph.D., Professor of Industrial and Labor Relations
 Mrs. Helen H. Giff, M.S., Associate Professor of Food and Nutrition
 Frank H. Golay, Ph.D., Professor of Economics
 Jerome E. Hass, M.S., Lecturer in Managerial Economics and Finance
 John Daniel Hartman, Ph.D., Professor of Vegetable Crops
 George Harris Healey, Ph.D., Professor of English and Curator of Rare Books
 George H. Hildebrand, Ph.D., Professor of Economics
 John Greenwood Brown Hutchins, Ph.D., Professor of Business History and
 Transportation
 Alfred E. Kahn, Ph.D., Professor of Economics
 Robert Wylie Kilpatrick, Ph.D., Assistant Professor of Economics
 William F. Long, A.B., Acting Assistant Professor of Economics
 Phillip LeDuc Marcus, Ph.D., Assistant Professor of English
 Russell Dickinson Martin, M.S., Associate Professor of Communication Arts
 Alan K. McAdams, Ph.D., Associate Professor of Managerial Economics
 Dan McCall, Ph.D., Assistant Professor of English
 Chandler Morse, M.A., Professor of Economics
 John W. Reys, A.B., M.R.P., Professor of City and Regional Planning
 Richard Thomas Selden, Ph.D., Professor of Economics
 Robert Mumford Smock, Ph.D., Professor of Pomology
 Thomas Sowell, M.S., Assistant Professor of Economics
 George J. Staller, Ph.D., Associate Professor of Economics
 William Goodrich Tomek, Ph.D., Associate Professor of Agricultural Eco-
 nomics
 Ronald J. Vogel, Ph.D., Assistant Professor of Public Administration
 George M. Von Furstenburg, Ph.D., Assistant Professor of Economics
 William B. Ward, M.S., Professor and Head of the Department of Communi-
 cation Arts, Editor in Chief of Publications
 Harold Henderson Williams, Ph.D., Professor of Biochemistry

Visiting Lecturers, 1969-1970

Thomas Abker, Hiram Walker, Inc., Detroit, Michigan
 E. S. Altman, Helmsley-Spear, Inc., New York, New York
 A. C. Bartolotta, Sales Manager, John Sexton & Company
 Frank Berkman, Executive Vice President, Hotel Sales Management Associa-
 tion, New York, New York
 Milton Beyer, President, Edward Boker Foods, Washington, D. C.
 Raymond Bini, Sales Manager, Paul Masson Vineyards, San Francisco, Cali-
 fornia
 Stephen Brener, Helmsley-Spear, Inc., New York, New York
 William A. Broscovak, American Lamb Council, Denver, Colorado
 Maurice Burritt, National Director, Laventhol Kreckstein Horwath & Horwath,
 New York, New York
 Philip Cohen, Vice President, Leumi Financial Corporation





Students meet frequently with industry executives. (Above) The board of directors of Hotel Ezra Cornell plan for a student-sponsored weekend for more than 400 industry visitors. (Opposite) During AH&MA Day, executives discuss industry problems with students in the classroom. (Top to bottom) Philip Lowe, president of Sheraton Hotels; Philip Pistilli, president-general manager, Alameda Plaza, Kansas City; Hotel Corporation of America executives from two New Orleans hotels.

10 FACULTY

- William Collins, Sales Mgr., Syracuse China, Syracuse, New York
Thomas E. Darrow, Vice President, Irving Trust Company, New York, New York
David C. Dorf, Hotel Sales Management Association, New York, New York
Conrad Engelhardt, President and General Manager, Inverurie Hotel, Paget, Bermuda
F. F. Firenze, Helmsley-Spear, Inc., New York, New York
Paul Fischer, Hiram Walker, Inc., Detroit, Michigan
Charles Fournier, President, Gold Seal Vineyards, Hammondsport, New York
A. C. Gamoran, Helmsley-Spear, Inc., New York, New York
Sheridan H. Garth, Thos. Cook & Son, Inc., New York, New York
Harry L. Goldstein, Executive Vice President, The Mastan Company, Inc., New York, New York
W. W. "Bud" Grice, Vice President of Sales, Marriott-Hot Shoppes, Inc., Washington, D. C.
Henry Haller, Executive Chef, White House, Washington, D. C.
Richard Howard, Editor, Fast Foods Magazine, New York, New York
Herbert J. Jaffe, Sr., Vice President, Standard Financial Corporation, New York, New York
Bruno Klohoker, Anheuser-Busch, Inc., St. Louis, Missouri
Robert L. Krause, Vice President, Northern Financial Corporation, New York, New York
Monroe Lazere, President, Lazere Financial Corporation, New York, New York
John Mariani, Jr., Banfi Products Corporation, New York, New York
J. Allen Mays, The Taylor Wine Company, Hammondsport, New York
Fergus McKeever, Regional Vice President, Medalist Publications, Inc., New York, New York
William Morton, Vice President, Sheraton Corporation of America, Boston, Massachusetts
Henry A. O'Neill, American Lamb Council, Denver, Colorado
Denis O'Sullivan, Sales Manager, B. R. Doerfler & Company
Forrest B. Raffel, Vice President, Arby's International, Youngstown, Ohio
Andrew C. Rice, Director of Research, The Taylor Wine Company, Hammondsport, New York
H. J. Scanlan, Helmsley-Spear, Inc., New York, New York
John Secter, L. J. Minor Corporation, Cleveland, Ohio
Eli S. Silberfeld, Partner, Kupfer, Silberfeld, Nathan and Danziger, New York, New York
John Solitto, Sales Manager, Campbell's Company, Camden, New Jersey
Paul Sonnabend, Vice President, Hotel Corporation of America, Boston, Massachusetts
Ralph M. Starke, General Manager, Hilton Nederlands Hotels, The Netherlands
E. Howard Swift II, Executive Vice President, Scope Corporation, Menlo Park, California
Carl G. Thurston, General Manager, Hotel Roanoke, Roanoke, Virginia
Marshall C. Warfel, Vice President, Sheraton Corporation of America, Boston, Massachusetts
Edwin S. Weber, Jr., President, Dutch Pantry, Inc., Harrisburg, Pennsylvania
Harry K. Weiss, Helmsley-Spear, Inc., New York, New York
Julius Wile, Julius Wile Sons, Inc., New York, New York
Herbert K. Witzky, Herbert K. Witzky Associates, New Fairfield, Connecticut
Leo Young, President, Leo Young Packers Company

Cornell University

SCHOOL OF HOTEL ADMINISTRATION

In 1922, at the request of the American Hotel Association, a four-year program of instruction in hotel administration, the first of its kind anywhere, was established at Cornell University. Later, other national associations—the National Restaurant Association, the Club Managers Association of America, and the Food Facilities Consultants Society and International Society of Food Facilities Consultants—requested that programs be instituted to offer instruction in these fields. Members of these associations have provided financial support, have found places in their organizations for students and graduates, and have endorsed the curriculum on many occasions.

The late Ellsworth Milton Statler, creator of Statler Hotels, has been the School's principal benefactor. During his lifetime, Mr. Statler gave generously. Under terms of his will, the Statler Foundation, of which Mrs. Alice S. Statler is the chairman, had continued to give generous support. The Trustees of the Foundation have donated over \$7 million for the construction of Statler Hall, home of the School of Hotel Administration. To provide for adequate maintenance, the Foundation also gave an endowment of \$1,250,000. These and other gifts, in support of the E. M. Statler Professorship, of research and publications, constitute a total of well over \$10 million.

In 1968, the heirs of the late Barney L. Allis, chairman of the board of Hotel Muehlebach in Kansas City, Missouri, contributed funds for visiting lecturers. In 1969, the Howard B. Meek Visiting Professorship was established by the Cornell Society of Hotelmen. Other generous benefactors have supplied the impressive array of scholarships listed on pp. 124–133, thereby extending endorsement and encouragement to the School and financial assistance to the students.

MANAGEMENT SEMINARS AND SHORT COURSES

Seminars and short courses help the School maintain a close relationship with industry. Some of them are especially designed for Cornell students, and industry executives come to the campus to lecture and discuss their organizations in these classes. Others are especially designed for industry executives, and these are held not only on the Cornell University campus but also in major American cities or overseas.

During the summer months, a series of short courses is conducted for persons actively engaged in hotel and restaurant work. One, two, and three weeks in length, these short courses cover a wide range of subjects. Attendance is worldwide.

RESEARCH AND PUBLICATIONS

In 1961, the School established a research program, headed by a full-time director, to conduct and coordinate research projects related to the hotel and restaurant industries. This program was initially funded by a grant of \$500,000 from the Statler Foundation, which has been augmented with grants from associations, manufacturers, and government. Projects completed or under way involve the application of data processing for hotels, a new hotel management system, the use of convenience foods and Ready Foods (a concept pioneered by the School), new types of dinnerware, and studies of mattress testing, wall coverings, carpets, silverware detarnishing, and market research. The Research Department has its offices and laboratories on the fifth floor of Statler Hall.

In 1960, the School initiated the publication of *The Cornell Hotel and Restaurant Administration Quarterly*, a magazine with worldwide readership. In addition, the staff of *The Quarterly* has collaborated with the American Hotel and Motel Association in the publication of industry manuals. The School is also the publisher of its own textbooks and manuals, which are widely used by industry and schools in the United States and other countries.

STATLER HALL

Statler Hall is a unique educational building, designed expressly to meet the needs of the faculty and the students of the School of Hotel Administration. The building is in three parts, a classroom section, a practice inn, and an auditorium with full stage facilities.

The classroom section, a substantial five-story building with over 115,000 square feet of space, is augmented by about 50,000 square feet of office, classroom, and laboratory space in the Alice Statler Auditorium wing. For instruction and research, these two sections provide nineteen lecture rooms, six auditoriums, sixteen laboratories, and forty-six offices, all designed and equipped with the latest instructional equipment. Students also have their own lounge with a fireplace, radio, television, and serving pantry.

The Howard B. Meek Library provides an extensive collection of publications, numbering over 14,000 volumes, on hotel and restaurant operation and related subjects. The library has been the recipient of many gifts of display materials and personal collections. Among them are the Herndon collection of 1,600 books, including many rare items; the J. O. Dahl Memorial Library; the books of W. I. Hamilton; the



Statler Hall, home of the School of Hotel Administration, is constructed in three sections. The left section houses the 54-room Statler Inn and the Statler Club, which has over 3,000 members. These facilities provide students with a practice hotel offering a complete range of food service. The central section contains classrooms, laboratories, and offices, with the entire fifth floor given over to research activities. The Alice Statler Auditorium wing (right) includes a 900-seat auditorium with complete stage facilities, an exhibit hall, the Howard B. Meek Library, a student lounge, and additional classrooms, laboratories, and offices.

"Oscar of the Waldorf" (Oscar Tschirky) collection of autographed dinner menus and memorabilia; the Pinco collection of menus, dating back to the early 1900s; and the Vehling collection of rare books and prints (about 500 of each) depicting the history of food and its cookery, the latter a personal gift from Mrs. Statler.

Statler Inn, the practice inn, contains fifty-four guest rooms, a front office desk, and appropriate lounge areas. The Inn's facilities constitute a laboratory for student instruction in room and registration procedures. The Inn also has a formal dining room seating about 200, five private dining rooms seating from 8 to 100, two self-service dining rooms for 150 to 200, a cocktail lounge, and a ballroom seating nearly 400. Several commodious kitchens, containing a complete array of modern equipment, serve these dining rooms and constitute practice laboratories for the students. The food and beverage operations of the Inn provide the students of restaurant management with abundant opportunity for practical experience in the preparation and service of food, wines, and liquors in all types of dining rooms.

Students in hotel and restaurant engineering have the facilities and equipment of the Statler Inn available for field study. The accounting records of its operation provide the basis for class exercises in the accounting courses. The problems of personnel management and human relations that arise in the day-by-day operation of the Inn become case studies in the courses in hotel administration. The School is fortunate in being able to develop for its students a close relationship between theoretical and practical instruction through the use of Statler Inn.





Prof. Charles E. Cladel, C.P.A., conducts a class in hotel accounting. School graduates are thoroughly prepared to make analytical management decisions, as they complete at least fifteen credit hours in accounting and also may take several courses in financial management.

HISTORY OF THE SCHOOL

The School began, in 1922, as a department organized in what was then the School of Home Economics of the New York State College of Agriculture. After years of valued assistance from and close cooperation with the faculty of Home Economics, the former department became the School of Hotel Administration in 1950. In 1954, the School was separated from those state colleges to become a completely independent academic unit within the University, a college in its own right with its own faculty and dean.

A single professor, Dr. H. B. Meek, met with a class of twenty-one in 1922. The intervening years have brought a gradual expansion in the faculty, curriculum, student body, and alumni organization. The School now has a full-time resident faculty of twenty-one, whose teaching activities are devoted exclusively to the development of the specialized courses offered by the School and to the instruction of its students. They are fully trained in both the academic and the practical aspects of their respective fields. They are experienced in hotel and restaurant work, and many of them are active consultants to nationally important hotel and restaurant organizations.

Students study in the Howard B. Meek Library, which houses over 14,000 volumes on hotel and restaurant management and related subjects. Rare books, some dating back to the fifteenth and sixteenth centuries, and historic menu collections are kept in the adjacent Herndon Room.

The work of the resident Hotel School faculty is supplemented by the services of eighteen other persons who offer specialized courses. Many of them are active hotel or restaurant executives, lawyers, accountants, or experts in advertising or human relations; they come to Ithaca from New York or Chicago at weekly intervals to bring, for study and discussion in the classroom, the current problems of their daily work.

Altogether the School offers some 84 courses, totaling 212 hours, that have been developed by the School and designed expressly to meet the needs of its students. In addition, students have access without restriction to courses offered by all the other colleges of the University—courses of professional and of cultural value—and they are guided and stimulated to tap generously the tremendous educational resources of a great University.

EDUCATIONAL OBJECTIVES

Any program of higher education has two major responsibilities to its students: (1) to fit them for effective work in the economic society of the future in order that each may justly claim from that society a reasonable standard of living; and (2) to provide them with an adequate cultural background with which to perceive the values in society and enjoy the living earned therein. These requirements are met in formal education for the business of hotel or restaurant operation. These businesses provide good opportunities for well-trained persons, and preparation for work in them involves the study of so wide a variety of subject matter as to approximate a liberal education.

The hotel or the restaurant is a complex institution; its operation calls for a wide range of skills, for the use of a variety of products in a large number of processes. The guest must be received with cordiality and service; he must be provided with a well-lighted, tastefully decorated, comfortably furnished room in which the temperature is ideal; he must be served with appetizing, wholesome food wisely bought, properly stored, and skillfully prepared. He must have at his disposal conveniences of every type: check rooms, public spaces, communication systems, radios, television, and exhibition spaces.

A curriculum adequate to prepare one for the direction of those operations and for the provision of those services and equipment must draw upon nearly every branch of human knowledge. As a consequence, the prospective hotel operator studies drawing, physics, bacteriology, sanitation, chemistry, biology, engineering, vegetable crops, meat products, dietetics, food preparation, textiles, decoration, law, psychology, personnel management, advertising, and public speaking, all in addition to the subjects ordinarily studied in preparation for business management.

Each subject is approached by the student with the same focusing interest: How does this material relate to hotel and restaurant operation? Breadth of training is obtained without dissipation of interest. The graduate should be a well-educated and a socially useful individual.

School of Hotel Administration

DESCRIPTION OF COURSES

Except for some general University courses regularly taken by students in the School of Hotel Administration and included in the list for their convenience, all the courses described herein are arranged and given by the Hotel School faculty especially for hotel students; in many cases they are taught by active hotel or restaurant executives. Many other courses are open as electives to hotel students: courses in the sciences; in communication, language, and literature; in economics, history, and government; in music, aesthetics, and philosophy; in engineering, architecture, medicine, and law. For full information regarding these latter offerings reference may be made to the *Announcements* of the other colleges and schools of the University.

ACCOUNTING AND FINANCE

The entire fourth floor of the school section of Statler Hotel, eight laboratories and nine offices, is set aside for instruction in Hotel Accounting and Finance. The lecture rooms and laboratories are furnished and equipped with a complete inventory of hotel office and computing machinery. Hotel students also have access to a complete set of IBM statistical machines, and an NCR Century 615-100 computer.

ACCOUNTING (Hotel Accounting 81)

Credit three hours. Required. Assistant Professor Fisher.

Provides an introduction to the principles of general accounting. Practice includes elementary problems developing the theory of accounts. Emphasis is placed on the adjusting journal entries, the work sheet, financial statements, special journals, the operation of control accounts, and the voucher register.

MANAGERIAL ACCOUNTING (Hotel Accounting 82)

Credit four hours. Required. Prerequisite, Hotel Accounting 81 or the equivalent. Associate Professor Reynolds and Assistant Professor Dunn.

Uses of accounting as a tool for management in the hospitality industry. Various systems and techniques are developed by which to control revenues and expenses. Analysis of operating results is made as a basis for managerial decisions concerning pricing, budgeting, and setting operating policies. Use is made of the Uniform Classification of Accounts for Hotels and for Restaurants.



BASIC HOTEL ACCOUNTING (Hotel Accounting 181)

Credit four hours. Required. Prerequisite, Hotel Accounting 81 and 82. Professor Cladel.

A study of the Uniform System of Accounts for Hotels as recommended by the American Hotel Association. Accounting for the transactions of a 400-room transient hotel. Study of front-office routine, the night audit and transcript, the daily report, and the duties of the accountant. Practice with the special journals used in hotels—the six-column journal and the multi-column operating ledger. The problem involves the recording of the transactions for one month, the summarization, adjustment, and closing of the books, and the preparation of monthly and annual statements therefrom.

INTERMEDIATE ACCOUNTING (Hotel Accounting 182)

Credit four hours. Required. Prerequisite, Hotel Accounting 81. Professor Cladel.

Problems arising in the field of intermediate accounting. Practice includes problems dealing with single entry accounting; partnership organization, operation, and dissolution; corporation accounts and records; branch accounting; accounting for manufacturing concerns; and interpretation of financial statements.

AUDITING (Hotel Accounting 183)

Credit three hours. Hotel elective. Prerequisite, Hotel Accounting 182. Professor Cladel.

The work of the independent public accountant. Practice includes the preparation of audit work papers, internal control in general, and preparation of the auditor's report.

FOOD AND BEVERAGE CONTROL (Hotel Accounting 184)

Credit two hours. Hotel elective. Professor Cladel.

A study of the various systems of food and beverage control, and precast control common in the business. Practice is offered in cost analysis, sales analysis, special-item control, and adjustments to inventory; in the preparation of the daily report and summary to date; and in the preparation of monthly food and beverage reports using figures typical of a moderate-sized hotel.

INTERNAL CONTROL IN HOTELS (Hotel Accounting 286)

Credit two hours. Hotel elective. Open to seniors and graduates and to certain others by permission. Prerequisite, Hotel Accounting 181. Dr. Barrett.

Discussion of the problems encountered in distributing the accounting and clerical work in hotels so as to provide a good system of internal control. Study of many actual cases of the failure of internal control and the analysis of the causes of the failure. Practical problems and actual techniques of functioning systems of internal control.

ACCOUNTING MACHINES IN HOTELS (Hotel Accounting 288)

Credit one hour. Prerequisite: Hotel Accounting 181 or permission of the instructor. Assistant Professor Dunn.

Discussion of the role of the accounting machine in the hotel front office. Primary emphasis is on actual practice with the posting machine (National Cash Register Company Model 42) including charges, credits, corrections, city ledger transactions, and the night audit.

A data processing class learns how to wire boards for programs designed for hotel accounting. Basic research in data processing for hotels was worked out by the School's Research Section under the direction of Prof. C. I. Sayles, the course instructor.

Data Processing

See *Hotel Administration* 58 and 59 on p. 29, and *Hotel Engineering* 469 and 470 on p. 39.

Finance

FINANCIAL INTERPRETATION AND MEASUREMENTS (Hotel Accounting 283)

Credit three hours. Open to upperclassmen who have had Hotel Accounting 82. Associate Professor Reynolds and Assistant Professor Lesure.

An examination of the financial statements of several types of businesses in the hospitality industry. The methods of analysis are discussed, including cash budgeting, forecasting of revenue and expenses, capital expenditure planning, and break-even point studies. The case study method will be used.

FINANCIAL PLANNING (Hotel Accounting 284)

Credit three hours. Open to upperclassmen who have taken Hotel Accounting 82. Associate Professor Reynolds.

An introduction to the methods used to finance an enterprise, including management of assets and determination of the uses and sources of funds. Through extensive use of case studies, emphasizing financing problems in the hospitality industry, the students develop a basis for determining a suitable return on investment.

SEMINAR IN FINANCIAL MANAGEMENT (Hotel Accounting 285)

Credit two hours. Open to seniors with permission of the instructor. Assistant Professor Lesure.

Financial problems associated with the purchase, expansion, and construction of public housing, feeding, and recreational facilities in a typical community are studied and discussed. Phases include purchasing a business, planning and constructing facilities, preparation and use of special reports, private versus public financing, bankruptcy, reorganization, consolidation, and taxation.

ECONOMICS OF FINANCIAL MANAGEMENT (Hotel Accounting 287)

Credit two hours. Open to seniors with permission of the instructor. Associate Professor Reynolds.

An introduction to the methods used to finance an enterprise, including the management of assets and the determination of the needs and sources of funds. By extensive use of case studies, with special emphasis on the financing of hotels, motels, and other types of business in the service industries, the student will develop a basis for determining a suitable return on investment.

Research in Accounting and Finance

PROBLEMS IN FINANCIAL ANALYSIS (Hotel Accounting 189)

Credit two hours. Hotel elective. Open to upperclassmen and graduates.

Practice in some statistical procedures, using as illustrative material principally hotel and restaurant figures; presentation and interpretation; frequency distributions, average, median, mode, and measures of dispersion. Special emphasis is placed on linear correlation and regression.

SPECIAL STUDIES IN ACCOUNTING AND FINANCE

(Hotel Accounting 289)

Credit to be arranged. Hotel elective. Prerequisites: Hotel Accounting 186 and 189 or equivalent. Permission of instructors required.

Research projects dealing with advanced accounting statistics and finance in the hotel and restaurant industries.

Courses Open to Students in Other Colleges**BASIC FINANCIAL MANAGEMENT (Hotel Accounting 240)**

Credit two hours. Open only to students outside the School of Hotel Administration. Associate Professor Reynolds.

A survey course covering accounting principles, financial statement analysis, and income taxes. The course is designed for the student who desires a general knowledge of business and finance. May be taken in conjunction with Hotel Administration 241 to include the investment aspects of financial management.

INVESTMENT MANAGEMENT (Hotel Accounting 241)

Credit two hours. Open to all upperclassmen and graduates. Associate Professor Reynolds.

A survey of investment opportunities and the methods of analysis used by business and the individual to determine the best use of investment funds. Special emphasis is placed on the stock and bond markets, including security portfolio management for the individual. Mutual Funds are examined as investment outlets. Various types of insurance are also studied. Federal income tax and estate tax implications are included.

TAX BASIS FOR MANAGERIAL DECISIONS (Hotel Accounting 242)

Credit one hour. Open to upperclassmen and graduates who have had Hotel Accounting 240, 81, or the equivalent. Fall term. Assistant Professor Lesure.

A discussion of the aspects of management which are influenced by the Federal income tax regulations. The course examines the types of decisions available to management in planning for revenues and expenses. While reference to tax forms is made, the course is a survey rather than a technical presentation.

ADMINISTRATION**INTRODUCTORY MANAGEMENT (Hotel Administration 100)**

Credit two hours. Required. Professor Lattin.

A survey of the hospitality industry in today's economy. Emphasis on industry growth and development, management problems and principles of hotel, motel, and restaurant management.

Laboratory exercises provide practical experience in the various departments of Statler Inn, the School's practice laboratory.

LECTURES ON HOTEL MANAGEMENT (Hotel Administration 155)

Credit one hour. Hotel elective. Open to all classes. To be taken for credit each semester. Under the direction of Professor Beck.

A series of lectures given by nonresident speakers prominent in the hotel, restaurant, and allied fields.

MANAGEMENT PRINCIPLES (Hotel Administration 250)

Credit two hours. Hotel elective. Open to seniors only. Prerequisite: Hotel Administration 119 or equivalent and permission of the instructor. Assistant Professor Gaurnier.

A seminar course designed to examine management processes, concepts, and principles; and to improve personal competence in decision making, problem solving, and communication. Each student prepares a comprehensive analytical report, based on his previous summer's work, for class discussion and analysis. Sufficient time is given during the first few weeks of the course to discuss management principles and concepts and thus give the student an understanding of the type of report he is to prepare.

MANAGEMENT PRINCIPLES II (Hotel Administration 255)

Credit two hours. Hotel elective. Mr. Witzky.

The management, analysis and control of direct and indirect costs in operations; measuring management effectiveness, developing patterns of management, master control charts and checklists; payroll and budgetary control, work simplification; long-range planning; executive reports; profitably managing creativity and change in organizations.

RESORT MANAGEMENT* (Hotel Administration 113)

Credit one hour. Hotel elective. Mr. Biles.

A lecture course in the operation of the resort hotel. Consideration is given to the promotion of business, to the provision of services, to the operation of the dining room, to the entertainment of the guest, and to the selection, training, and direction of the employed staff. Resorts of the various types, seasons, and economic levels are considered.

CLUB MANAGEMENT* (Hotel Administration 222)

Credit one hour. Hotel elective. Open to upperclassmen and graduates.

A survey of the problems peculiar to the management of city, country, and other club organizations. Subjects covered are food and beverage management in clubs; committee, board of directors, and membership relations; dues, assessment, and financial management. The arrangement and promotion of social and recreational activities are also included.

HOSPITAL FOOD SERVICE ADMINISTRATION (Hotel Administration 223)

See Hospital Administration, p. 49.

RESTAURANT MANAGEMENT (Hotel Administration 251)

Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

An analysis of the principal operating problems in the restaurant field. Procedures, approaches, and techniques of management are explored and developed through case study, lecture, and discussion.

BEVERAGE MANAGEMENT (Hotel Administration 252)

Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

Includes a systematic presentation of alcoholic beverages, their history, service, sales, and control. Lectures, demonstrations, and field trips.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case, offerings are adjusted to the requirements.

Prof. Matthew Bernatsky covers major aspects of classical cuisine in a popular elective course. Students observe preparation skills, participate in demonstrations, write recipes, note correct service, and taste the food.



INTERNATIONAL HOTEL MANAGEMENT SURVEY (Hotel Administration 64)

Credit to be arranged. Open daily to students majoring in hotel administration. Assistant Professor Christian.

The purpose is to introduce students to the methods and practices of European hotel management and to make them acquainted with food purchasing and preparation in the countries visited. Before embarking on an eight-week survey trip through Europe, the students attend a series of lectures given by the School's faculty to orient them to the culture, practices, and products of the countries to be visited. Upon their return, the students prepare illustrated written reports.

Human Relations

PSYCHOLOGY (Hotel Administration 114)

Credit three hours. Required. Professor Lattin.

A terminal course in basic psychological principles designed to develop in the student an awareness of the psychological aspects of many hotel management functions and to demonstrate the application of psychological principles to these functions. Covers all areas of general psychology.

APPLIED PSYCHOLOGY I: PERSONNEL ADMINISTRATION (Hotel Administration 119)

Credit three hours. Prerequisite, Hotel Administration 114 or the equivalent. Hotel elective. Assistant Professor Dermody.

A practically oriented approach to personnel management, including an introduction to organizational behavior, the selection and placement of personnel, the role of supervision, performance appraisal, wage and salary administration. Class discussion is based on case studies drawn from industry.

APPLIED PSYCHOLOGY II (Hotel Administration 217)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 119. Mr. Witzky.

The problems faced by the supervisor and the executive in managing the human element in the hotel and restaurant field. Designed to give the student insight into the varied social and psychological factors present in any employer-employee relationship.

APPLIED PSYCHOLOGY III (Hotel Administration 218)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 119. Mr. Witzky.

The development of training programs for employees and management. Thoroughly explores the construction and implementation of training programs and methods through case histories.

SEMINAR IN ORGANIZATIONAL BEHAVIOR AND ADMINISTRATION (Hotel Administration 219)

Credit two hours. Hotel elective. Open to juniors and seniors only. Assistant Professor Dermody.

Relation of current research in the behavioral sciences to practical problems of business as developed from actual cases. Particular emphasis will be placed on leadership effectiveness and employee productivity.

UNION-MANAGEMENT RELATIONS IN THE HOTEL INDUSTRY (Hotel Administration 316)

Credit two hours. Open to upperclassmen and graduates. Prerequisite: Hotel Administration 119. Professor Beck and Assistant Professor Dermody.

Development of the trade union movement in the United States, with emphasis on unions active in the hospitality industry. The government's role in union-management relationship is explored. Case studies are used to analyze the intricacies of collective bargaining, grievance procedures, mediation, and conciliation.

Law

LAW OF BUSINESS (Hotel Administration 171)

Credit two hours. Required. Open to upperclassmen. Professor Sherry.

A basic course in business law. The student is introduced to the fundamental purposes, principles, and processes of the law as an agency of social control and as it applies to business activities. The topics treated include the origin and development of common, statutory, and constitutional law; the organization and functioning of the judicial system; rights and duties of individuals in regard to each other and society. The acquisition, ownership, and transferability of property, real and personal, decedent's estates, trusts, bankruptcy, and business failures will be treated in some detail. A combination of text and case material is used.

LAW OF BUSINESS (Hotel Administration 271)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 171. Professor Sherry.

A continuation of Hotel Administration 171. The Uniform Commercial Code (sales and negotiable instruments) will be emphasized. A combination of text and case material is used.

LAW AS RELATED TO INNKEEPING (Hotel Administration 172)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 101-102. Professor Sherry.

A study of the laws applicable to the ownership and operation of inns, hotels, motels, restaurants, and other places of public hospitality. Consideration of the host's duties to guests, lodgers, boarders, tenants, invitees, licensees, and trespassers; the exclusion and ejection of undesirables; liability for personal injuries on and off the premises; the concept of negligence; liability for damage or loss of property; statutory limitations of liability; lien rights; concession agreements; leases; credit and collection practices; arrest and detention of wrongdoers; and miscellaneous statutes and administrative rules and regulations applicable to public houses. The material is treated from the point of view of the executive responsible for policy and decision making.

LAW OF BUSINESS: CONTRACTS, BAILMENTS, AND AGENCY* (Hotel Administration 272)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 101-102. Professor Sherry.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

A study of the formation, validity, enforcement, and breach of contracts; the laws of principal and agent, and employer and employee. A combination of text and case material is used. The aim is to develop skill and experience in analytical thinking as an aid and tool in modern managerial technique.

LAW OF BUSINESS: BUSINESS ORGANIZATION, PARTNERSHIPS AND CORPORATIONS* (Hotel Administration 274)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Best taken after Hotel Accounting 182 and Economics 101-102. Professor Sherry.

A study of the available forms of business organization, with special emphasis on general and limited partnerships and corporations. Comparison of the relative advantages and disadvantages of partnerships and corporations. Consideration of the use of limited partnerships in hotel and motel syndications; corporate promotion; financial devices for raising capital; corporate control and management, and the respective rights, duties, and powers of officers, directors, and stockholders. The aim is to correlate the legal, accounting, taxation, and management aspects of organized business enterprises. A combination of text and case material is used.

Marketing

TOURISM* (Hotel Administration 175)

Credit two hours. Hotel elective.

Given by a representative of one of the large travel and tour directing organizations. Deals with the volume and dollar value of foreign and domestic tourist and business travel, the areas and groups who constitute the source of tourist business, the attractions that draw them, the conveyances and routings they use, and the matters of rates, foreign exchange, and passport and health requirements.

MARKETING I (Hotel Administration 177)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Fall term. Mr. Grohmann, Professor Recknagel and staff.

Fundamentals of advertising, publicity, public relations and direct mail promotion and the part each plays in a coordinated business promotion program for various types of hotels and restaurants. The lectures and demonstrations also illustrate the mechanical processes of producing promotional material, giving students a working knowledge of the advantages and disadvantages of each process.

MARKETING II (Hotel Administration 277)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 177. Spring term. Messrs. Berkman, Dorf, Grice, and Morton.

Application of sales promotion methods to soliciting and servicing group business in hotels, such as conventions, company meetings, and organized tours. Elements of Marketing I and II will be positioned in the total marketing concept in the final weeks of the course.

COMMUNICATION (Hotel Administration 278)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 177 and 277. Professor Recknagel.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.



A student in marketing reports an investigation while the instructor, Mr. William Morton, vice president of marketing for Sheraton Hotels Corporation, observes the class's reaction.

A seminar course designed to integrate promotional media with the merchandising of hotels and restaurants in specific geographical areas through the use of case studies.

SEMINAR IN MARKETING (Hotel Administration 421)

Credit two hours. Hotel elective. Open to seniors and graduates. Prerequisite, Hotel Administration 177. Mr. Grohmann.

A seminar course dealing principally with case histories of the advertising, publicity, business promotion, and public relations of hotels, resorts, restaurants, and national travel attractions. Students analyze the problems involved and submit reports.

Office Techniques

TYPEWRITING (Hotel Administration 37)

Credit two hours. Hotel elective. Mrs. Seaburg.

The personal needs of college students are met by this course in elementary typewriting. Instruction is given in the typing of business letters, reports, and tabulations.

SHORTHAND THEORY (Hotel Administration 131)

Credit four hours. Hotel elective. Mrs. Seaburg and Mrs. David.

The basic theory of Gregg shorthand is completed in this course and the groundwork is laid for diction and transcription.

SECRETARIAL TYPEWRITING (Hotel Administration 132)

Credit two hours. Hotel elective. Mrs. Seaburg.

Students who already know the keyboard develop sufficient typing speed and accuracy to meet business standards. Some instruction is also provided in filing, duplication, and machine transcription. Men students learn letter composition, dictation techniques, and improve their typing skill.

SHORTHAND TRANSCRIPTION (Hotel Administration 133)

Credit two hours. Hotel elective. Mrs. Seaburg.

Students who already know the basic theory of Gregg shorthand develop sufficient skill in dictation speed and transcription to meet business standards.

Property Management

GENERAL SURVEY OF REAL ESTATE* (Hotel Administration 191)

Credit two hours. Hotel elective. Prerequisite, Economics 101-102 or its equivalent.

A practical survey of the real estate field covering the economic, legal, and technical aspects of real estate. Lectures and problems cover interests in real property, liens, taxes, contracts, titles, deeds, leases, brokerage, management, and financing. An analysis will be made of the basic investment principles underlying specific types of properties, such as apartment houses, shopping centers, commercial buildings, hotels, and motels.

SEMINAR IN REAL ESTATE AND INVESTMENT*

(Hotel Administration 192)

Credit two hours. Hotel elective. Open to upperclassmen and graduates. Prerequisite, Economics 101-102 or its equivalent.

The changing character of the urban economy and its influence upon land values. Case studies of the development of land into specific improvements to generate a stream of investment income. A study of the leverage of financing and how it is used by the entrepreneur.

COMMERCIAL FINANCING (Hotel Administration 291)

Credit two hours. Hotel elective.

An introductory survey of the historical development, economic function, legal principles, and operational techniques of some credit devices utilized in financing commercial transactions; unsecured bank credit, accounts receivable financing, factoring, inventory financing, interim real estate financing, equipment leasing, conditional sales contracts, import and export financing (letters of credit), and consumer installment sales.

GENERAL INSURANCE (Hotel Administration 196)

Credit three hours. Hotel elective. Upperclassmen and graduates. Mr. McNeil.

Designed to provide the student with a comprehensive introduction to the insurance field. The emphasis is upon fire insurance, casualty insurance, and multiple peril policies. Such topics are covered as the law of contracts as it relates to insurance; the fire insurance policy and fire insurance forms; busi-

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

ness interruption, marine, burglary and crime, and liability insurance; rates and rate making; bonds; negligence and torts, compensation; package policies; adjustment of losses; and the types of insurers.

Research and Computer Applications

The School of Hotel Administration has a full-time research director who coordinates studies on projects sponsored by foundations, government, and industry groups. There are opportunities for qualified seniors and graduate students to participate in these projects. Interested students should consult with Professor Beck and Professor Sayles.

DATA PROCESSING (Hotel Administration 58)

Credit one hour. Hotel elective. Prerequisites, Hotel Accounting 181, 182. Lecture. Professor Sayles.

Deals with the basic principles of automatic data processing, the type of equipment available and the application of data processing to hotels and the food industry.

DATA PROCESSING (Hotel Administration 59)

Credit two hours. Hotel elective. Laboratory. Professor Sayles and Assistant Professor Compton.

Deals with design of unit record systems adapted to hotels. Design is followed by application on IBM unit record equipment, resulting in a performing system.

SEMINAR IN HOTEL ADMINISTRATION (Hotel Administration 153)

Credit two, three, or four hours. Hotel elective. Open to a limited number of seniors in hotel administration. Those wishing to register should consult the instructor during the preceding semester to obtain permission to enroll and to confer regarding problems chosen for special study. Hours to be arranged. Professor Beck.

SPECIAL STUDIES IN RESEARCH (Hotel Administration 253)

Credit to be arranged. Open to graduate students in hotel administration only. Members of the Graduate Faculty.

Designed specifically for graduate students working on theses or other research projects. Any member of the Graduate Faculty of the School of Hotel Administration, upon consultation with the student, may be selected to direct a particular problem of special interest to the student.

FUNDAMENTALS OF COMPUTERS (Hotel Engineering 469)

Credit three hours. Hotel or Hotel Engineering elective.

See p. 39 for course description.

SEMINAR IN HOSPITALITY SIMULATION EXERCISES (Hotel Engineering 470)

Credit three hours. Given upon demand to qualified seniors. Prerequisite, Hotel Engineering 469 or a basic course in machine language and introduction to programming. Hotel or Hotel Engineering elective.

See p. 39 for course description.

Related Courses in Other Colleges

Not counted as Hotel elective courses.

PRINCIPLES OF CITY AND REGIONAL PLANNING (Architecture 710)
Credit three hours. Open to upperclassmen and graduates. Professor Reps.

A review of the basic influences in the development of cities. A general view of the theory and accepted practice of city and regional planning, including a study of the social, economic, and legal phases.

INTRODUCTION TO URBAN PLANNING (Architecture 711)

Credit one hour. May not be taken for credit by those who have taken Planning 710. Staff.

A concise survey of urban planning for students seeking an introduction to the field.

MAN IN SOCIETY (Sociology 101)

Credit three hours. Assistant Professor Ackerman.

An introduction to the principal questions and perspectives of sociology. The focus will be upon the history and findings of the analysis of the processes which maintain the continuity and stability of society and which contribute to its change.

Courses Open to Students in Other Colleges

APPLIED PSYCHOLOGY I: PERSONNEL ADMINISTRATION
(Hotel Administration 119)

SEMINAR IN ORGANIZATIONAL BEHAVIOR AND ADMINISTRATION
(Hotel Administration 219)

HOSPITAL FOOD SERVICE ADMINISTRATION (Hotel Administration 223)

TYPEWRITING (Hotel Administration 37)

SHORTHAND THEORY (Hotel Administration 131)

SECRETARIAL TYPEWRITING (Hotel Administration 132)

SHORTHAND TRANSCRIPTION (Hotel Administration 133)

LAW OF BUSINESS (Hotel Administration 171)

LAW OF BUSINESS: CONTRACTS, BAILMENTS, AND AGENCY (Hotel Administration 272)

LAW OF BUSINESS: BUSINESS ORGANIZATION, PARTNERSHIPS AND CORPORATIONS (Hotel Administration 274)

GENERAL SURVEY OF REAL ESTATE (Hotel Administration 191)

SEMINAR IN REAL ESTATE AND INVESTMENT (Hotel Administration 192)

GENERAL INSURANCE (Hotel Administration 196)

COMMERCIAL FINANCING (Hotel Administration 291)

ECONOMICS AND FINANCE

Of the large number of courses in economics, statistics, sociology, history, and government open to hotel students, only those frequently taken by them are described here. Full details regarding the others are given in the *Announcement of the College of Arts and Sciences* and the *Announcement of the Graduate School of Business and Public Administration*. Hours and instructors are to be announced each term.

MODERN ECONOMIC SOCIETY (Economics 101—formerly 104)

Credit three hours. Required. Professors Dowd and Galenson, Associate Professor Staller, Assistant Professor Fleisig, and assistants.

Centers on the determinants of aggregate economic activity. The main areas studied are the monetary and banking systems, the composition and fluctuations of national income, and the major conditions of economic growth, all as influenced by monetary, fiscal, and other policies.

MODERN ECONOMIC SOCIETY (Economics 102—formerly 103)

Credit three hours. Required. Prerequisite, Economics 101. Professors Adams, Fei, Morse, Assistant Professor Sowell, and assistants.

A survey of the existing economic order, with particular emphasis on the salient characteristics of the modern American economy. Concentration is on explaining and evaluating the operation of the price system as it regulates production, distribution, and consumption, and as it is in turn modified and influenced by private organization and government policy.

INTERMEDIATE MICROECONOMIC THEORY† (Economics 311)

Credit four hours. Prerequisite, Economics 101–102 or consent of the instructor. Assistant Professors Long, Morse and staff.

Analysis of the pricing processes in a private enterprise economy under varying competitive conditions, their role in the allocation of resources, and the functional distribution of national income.

INTERMEDIATE MACROECONOMIC ANALYSIS† (Economics 312)

Credit four hours. Prerequisite, Economics 101–102 or consent of the instructor. Assistant Professor von Furstenberg, and others.

An introduction to the theory of national income determination and economic growth in alternative models of the national economy; the interaction and relation of these models to empirical aggregate economic analysis.

ECONOMIC HISTORY OF MODERN EUROPE† (Economics 322)

Credit four hours. Open to upperclassmen with some background in economics or history, or with consent of the instructor. Professor Dowd.

The period covered is from the mid-eighteenth century to the present.

THE ECONOMICS OF MONEY AND CREDIT (Economics 331)

Credit four hours. Prerequisite: Economics 101–102. Assistant Professor Kilpatrick.

A systematic treatment of the determinants of the money supply and the volume of credit. Economic analysis of credit markets and financial institutions in the United States.

† Will satisfy the requirement of elective work in economics.

PUBLIC FINANCE: RESOURCE ALLOCATION† (Economics 335)

Credit four hours. Prerequisite, Economics 101-102. Assistant Professor von Furstenberg.

An analysis of the role of government in allocating resources through taxes and expenditures. Criteria for evaluation will be developed and applied to specific policies. Attention will focus on the federal government.

MACROECONOMIC POLICY† (Economics 338)

Credit four hours. Prerequisite, Economics 312. Assistant Professor Kilpatrick.

A study of the use of fiscal and monetary policies for achieving economic stability and growth.

INDUSTRIAL ORGANIZATION (Economics 351)

Credit four hours. Prerequisite, Economics 101-102. Assistant Professor Mueller.

An analysis of the prevalence and effectiveness of competition in the American economy centering on the structure, conduct, and performance of American industry. Structural characteristics to be discussed include concentration, economies of scale, product differentiation, and barriers to entry. Among the numerous aspects of business behavior to be examined will be merger decisions, pricing, advertising, and technological innovation policies. A number of case studies of American industries and firms will be read, and emphasis will be placed on relating the theories of monopoly, oligopoly, and competition to the histories of specific firms and industries.

INTERNATIONAL TRADE THEORY AND POLICY† (Economics 361)

Credit four hours. Prerequisite, Economics 101-102 or consent of the instructor. Assistant Professor Levin.

Surveys of the principles that have served as guides in the formulation of international trade and commercial policies. The evolution of the theory of international trade, principles and practices of commercial policy, problems of regional integration and customs unions, and institutions and practices of state trading will be emphasized.

INTERNATIONAL MONETARY THEORY AND POLICY† (Economics 362)

Credit four hours. Prerequisite, Economics 101-102 or consent of the instructor. Assistant Professor Levin.

Survey of the principles that have served as guides in the formulation of international financial policies. The evolution of the theory of balance of payments adjustments, international monetary standards, the nature of conflicts arising out of the relationship between domestic economic policies and external economic relations, international capital movements, economic aid, international monetary institutions, and proposals for international monetary reforms will be emphasized.

PUBLIC POLICY AND ECONOMIC DEVELOPMENT† (Economics 371)

Credit four hours. Prerequisite, Economics 101-102 or consent of the instructor. Staff.

Study of the role of the state in initiating and maintaining accelerated economic growth in less developed countries. Problems of capital accumu-

† Will satisfy the requirement of elective work in economics.

lation, agricultural development, management of monetary and external disequilibria, interaction of culture change and economic growth, outside participation in economic modernization, and the role of international specialization are emphasized.

ECONOMICS AND PROBLEMS OF LABOR† (Economics 342—formerly 442)
Credit four hours. Prerequisite, Economics 101–102. Industrial and Labor Relations 241 recommended. Professor Hildebrand.

An advanced course concerning the institutional organization of labor markets, economic analysis of their operation, and major policy questions involved. Principal topics include wage and employment theory; determinants of wage level and structure; technological change; unemployment; poverty and income distribution; inflation and income policy.

FINANCE† (Business and Public Administration 128)

Credit three hours. Open to seniors and graduate students who have taken Economics 102. Permission of the instructor is required. Associate Professor McAdams and Mr. Hass.

The student is introduced to the principles and practices of finance and to their application in business and public administration. The uses of financial instruments, problems of short-term and long-term capital financing, methods of security distribution, financial expansion and reorganization, and the operation of specialized financial institutions and money and capital markets are surveyed. Considerable attention is given to the methods of financing current operations and to the financial problems of small business. The regulatory aspects of government financial controls are considered.

BUSINESS ENTERPRISE AND PUBLIC POLICY† (Business and Public Administration 202)

Credit three hours. Open to seniors and graduate students who have taken Economics 102. Permission of the instructor is required. Professor Hutchins.

An integrating study of the interrelations among individuals, business firms, and governments in American society. It focuses attention on the problems of exercising socially responsible business leadership and on the nature and objectives of selected public policies impinging on business. The more important topics covered are management and the individual, or the philosophy of the business society; management's responsibilities to the organization, including certain problems of posture and practices; management's relations with rivals, especially problems of monopoly and competition and the antitrust laws; management's responsibilities to customers, particularly with respect to promotional practices; the special responsibilities of those businesses affected with a public interest, such as transportation companies; the unusual problems of managements entrusted with roles in the national defense, especially in connection with radical innovation and technological development; the positions of firms receiving subsidies designed to promote public objectives, such as shipping enterprises; and, finally, management's role in the foreign relations of the United States, particularly with respect to trade, investment abroad, and foreign policy.

ECONOMIC AND BUSINESS HISTORY† (Business and Public Administration 375)

Credit three hours. Limited to seniors who have completed Economics 101–102. Professor Hutchins.

Evaluation of the economic organization and of the development of the

†Will satisfy the requirement of elective work in economics.

role of the business firm therein. The primary emphasis is on the United States since 1750, although some attention is given to earlier times and to European origins and developments. Analysis of the development of business organization, administration, and policy proceeds in part by means of historical case studies. Attention is paid to the relations between business policies and the rise and fall of firms and industries, and to the interactions of business and public policies.

BUSINESS POLICY AND ECONOMIC INSTABILITY† (Business and Public Administration 376)

Credit three hours. Open to seniors who have taken Economics 102. Permission of the instructor is required. Professor de Chazeau.

While consideration is given to theoretical issues posed by government monetary and fiscal policies designed to assure high productive employment and economic growth, the primary focus of this course is on the practical problems created by conflicting goals and established power structures in the domestic and in the world economy. These problems include business planning and pricing policies, the role of organized labor, and the issues raised by government balance-of-payments.

COMPETITIVE BEHAVIOR AND PUBLIC POLICY† (Business and Public Administration 377)

Credit three hours. Open to seniors who have taken Economics 102. Permission of the instructor is required. Professor de Chazeau.

The development and application of the antitrust laws are analyzed and appraised in the light of competitive behavior in imperfect markets significantly affected by the growth of large corporate units and organized self-interest groups. Particular attention is given to changes in market structures, to the definition of the public interest and the formulation of economic standards for measuring the efficiency of business performance in a dynamic society, and to the possibilities of achieving workable competition through the administration of the laws. Problems of regulation, in areas where workable competition cannot be realized, are also studied on a selective basis. The primary focus is on case analyses.

TRANSPORTATION: RATES AND REGULATIONS† (Business and Public Administration 575)

Credit three hours. Limited to seniors who have taken Economics 101-102 or the equivalent. Professor Hutchins.

This study of American transportation is focused on economic organization, public policy, and the rate-making process. The emphasis is on the theory and practice of rate making in an environment complicated by fixed, joint, and common costs, by competition among differing modes of transport, and by complex patterns of regulation. Although primary attention is given to railroad economics and policies, other modes are considered from time to time. Cases are used. Among the topics discussed are rates and the location of industry and trade, the theory of rates, the development and current content of United States inland transportation policy, the construction of rate systems, problems in competitive marketing, new types of rates and services, certain detailed problems of regulation, and the complexities of intercarrier relations within a national transportation system.

† Will satisfy the requirement of elective work in economics.

MARKETING† (Agricultural Economics 240)

Credit three hours. Professor Darrah.

A study of how food products are marketed. Special attention is given to the consumption of food products, factors that affect consumption, market channels, operation of different marketing agencies, storage, transportation, packaging, product identification, advertising and promotion, buying, selling, and costs.

PRICES† (Agricultural Economics 315)

Credit three hours. Prerequisites, Economics 101-102 and Agricultural Economics 314. Associate Professor Tomek.

Applied price theory and elementary quantitative methods emphasizing the study of agricultural commodity prices. Topics include, for example, economic models of temporal and spatial price variation. The price analysis section involves the application and extension of the methods of Course 314, including the use of multiple linear regression in estimating economic relationships. The transportation problem of linear programming is introduced as a part of the discussion of spatial price equilibrium models.

ECONOMICS OF MANAGERIAL DECISIONS† (Agricultural Economics 328)

Credit three hours. Prerequisites, Economics 103 and Hotel Accounting 81 or the equivalent. Associate Professor Aplin.

Emphasis is on identifying problems in a business, recognizing alternatives, and using economic data as guides to making decisions. Principal topics include cost analysis, with emphasis on identifying costs relevant for various decisions within the firm; pricing policies of firms; planning capital investments; and sales forecasting. Class discussion is supplemented by case studies to illustrate concepts and techniques available to management to assist them in making sound decisions.

TAXATION† (Agricultural Economics 338)

Credit three hours. Assistant Professor Vogel.

A study of the principles and practices of public finance, with emphasis on taxation. The topics examined include the role of government services and the need for public revenue; factors influencing choice of taxes; and the practices and issues associated with the various taxes on personal and business income, on property, and on commodity transactions.

**ECONOMICS OF WAGES AND EMPLOYMENT†
(Industrial and Labor Relations 241)**

Credit three hours. Prerequisite, Economics 101-102. Professor Hildebrand and others.

An introduction to the characteristics of the labor market and to analysis of wage and employment problems. Among topics studied are the composition of the labor force, job-seeking and employment practices, methods of wage determination, theories of wages and employment, economic effects of unions, the nature and causes of unemployment, and programs to combat joblessness and poverty.

†Will satisfy the requirement of elective work in economics.

ENGINEERING

For instruction in the field of hotel, motel, and restaurant engineering. The entire building is used as a large laboratory. In addition Statler Hall has especially designed and equipped lecture rooms, two drafting rooms, and three especially equipped laboratories, all used exclusively for studying, demonstrating, and testing the mechanical equipment and building components typically used in hotels and restaurants.

A variety of scale models and prints of many actual building floor plans, guest room arrangements, dining room seatings, and kitchen layouts are utilized in the laboratory work on building construction and operation. Engineering equipment includes fire fighting equipment, full-size bathroom units, plumbing fixtures, pipe fitting equipment, hot water heaters, air conditioning, fan equipment, an oil-fired boiler, motor generator sets, alternating and direct current motors, electrical control equipment, wiring devices, meters, illumination equipment, and mechanical refrigeration testing units including compressors, condensers, and refrigeration controls. Plans and specifications, as well as catalogs, are used for supplementary references in hotel and motel planning.

In hotel engineering, a total of fifteen hours is the required minimum consisting of five three-hour courses. Courses in hotel engineering chosen beyond the fifteen total required hours may be counted as Hotel electives. (See Food Facilities section regarding Food Facilities Engineering courses which may satisfy the final Hotel Engineering requirement.) The recommended sequence for continuity of instruction is:

	<i>Fall Term</i>	<i>Spring Term</i>
Second Year	H.E. 461	H.E. 460
Third Year	H.E. 462	H.E. 463
Fourth Year	H.E. 466, 468, and 469	H.E. 266, 469 upon sufficient demand and 470
Fourth Year Only	H.E. 265	

Instruction by Professors Broten, Bangs, and Chase and by Mr. Cole and assistants.

FUNDAMENTALS OF HOTEL ENGINEERING (Hotel Engineering 460)
Credit three hours. Required.

Basic architectural and mechanical graphics with emphasis on freehand sketching. Drafting fundamentals are employed. Interpretation of graphical presentation and technical communication as related to hotel and restaurant problems.

BASIC ENGINEERING MANAGEMENT (Hotel Engineering 461)

Credit three hours. Required.

An objective study of a variety of technical problems in physical plant management, including mathematics of finance as applied to capital physical expenditures. Introduction to architectural and mechanical building problems with emphasis on economic criteria. Slide rule is used throughout the course.



Computer games, simulating hotel or restaurant operation for two-year periods, have been developed by Prof. Robert M. Chase for classroom instruction. In the photograph above, a group of visiting hotelmen have completed a game. Lynn P. Himmelman, senior vice president of Western International Hotels, explains his team's strategy. To his right, student Thomas Diehl stands in front of a series of charts he compiled for each team's performance.

MECHANICAL AND ELECTRICAL PROBLEMS I AND II (Hotel Engineering 462-463)

Credit three hours each term. Prerequisite, Hotel Engineering 461. Must be taken in fall-spring sequence. First term prerequisite to second. Required.

HOTEL PLANNING (Hotel Engineering 265)

Credit three hours. Limited to seniors and graduates in good academic standing. Prerequisite, twelve hours of hotel engineering or permission of the instructor.

A project course in design of the layout for a proposed hotel, from feasibility study through plans and specifications, emphasizing site solution, floor plans, guest room layouts, and the selection and arrangement of equipment in all of the various departments.

HOTEL STRUCTURES AND MAINTENANCE (Hotel Engineering 266)

Credit three hours. It is suggested that this be taken after Hotel Engineering 463, although students entering the School during the spring term with advanced standing, or other qualified non-hotel students may also register in this course with permission of the instructor.

Materials and methods of building construction, repair, and maintenance. Emphasis is on trade practices, building codes, cost estimation, and management responsibility.

SEMINAR IN HOTEL CONSTRUCTION AND RENOVATION (Hotel Engineering 466)

Credit three hours. Prerequisite, twelve hours of hotel engineering, including



either the 400 series and/or 265, 266; Hotel Engineering 266 is highly recommended. Permission of the instructor required prior to registration.

A project course examining in depth the problems related to construction, renovation design, and decor of hotel and restaurant physical plants.

SEMINAR IN HOTEL LIGHTING AND COLOR (Hotel Engineering 468)

Credit three hours. Prerequisites, twelve hours of hotel engineering, including Hotel Engineering 463 or 266 and 265, and the permission of the instructor. This course is offered when there is sufficient demand. Permission of the instructor required prior to registration.

A project course examining in depth the theory and application of light and color to hotel and restaurant situations.

FUNDAMENTALS OF COMPUTERS (Hotel Engineering 469)

Credit three hours. No prerequisites. Hotel Engineering or Hotel elective.

An introduction to computing machinery. Students learn elementary FORTRAN IV in the first part of the course. The rest of the term is devoted to application of programming drills and to problems within the hospitality industry. Problems and programs are executed on the University's computing machine (360-65).

SEMINAR IN HOSPITALITY SIMULATION EXERCISES (Hotel Engineering 470)

Credit three hours. Given upon demand to qualified seniors. Prerequisite, Hotel Engineering 469 or a basic course in machine language and introduction to programming. Permission of instructor is required prior to registration. Hotel Engineering or Hotel elective.

FOOD FACILITIES ENGINEERING

In addition to the general facilities of Statler Hall, the instruction in food facilities engineering has assigned for its exclusive use a large drafting room with extra large tables. Extensive catalog files are maintained covering the wide array of food and beverage service equipment. Numerous prints of layouts, specifications and photographs of actual projects are studied as examples of fundamental design as well as details customarily given on plans. Samples of fabricated equipment in cross-section illustrate preferred construction methods. The kitchens of Statler Hall and of other campus food facilities provide examples of typical applications.

Especially planned courses dealing with mass feeding start with the first stages of development programming and continue through logical sequence into more advanced and detailed work. The student completing each course in this series gains step-by-step the foundation for planning his own food facility.

Course	Term
F.F.E. 361 Preliminary Programming Analysis, Planning, Design and Engineering	Second to eighth
F.F.E. 362 Equipment Layout and Design	Fourth, sixth, eighth
F.F.E. 363 Food Facilities Engineering, Specifications, Shop Drawings, and Contract Supervision	Fifth or seventh

Construction materials and methods are fully researched by students of hotel engineering. In the photograph, a laboratory class confirms the "void theory" of concrete and evaluates the strength of different mixes.

PRELIMINARY PROGRAMMING ANALYSIS, PLANNING, DESIGN, AND ENGINEERING (Food Facilities Engineering 361)

Credit three hours. Hotel elective. Associate Professor Bangs.

Lectures deal with first-stage planning, which must be done by the owner or his consultant in the programming for any project of mass feeding. The many factors which must be programmed in order to satisfy all principal objectives are outlined: site selection, market analysis, kind of operation, merchandising program, and surveys to determine the wants and needs of patrons to be served. Also included are research studies to resolve menu requirements, plan for the particular type of service to be employed, create desired atmosphere, program functions of personnel, plan maintenance, analyze administrative objectives, and develop the major prospectus. Pro forma studies and feasibility research round out the coverage.

Textbooks and laboratory work include: (1) studies of qualitative and quantitative methods of equipment and systems evaluation to determine the functions thereof and to teach the proper use, care, and maintenance of all principal food production and service facilities; (2) research to evaluate and determine the type, size, capacity, quality, and quantity of all equipment that is to be selected and/or that is to be custom designed and engineered; (3) determination of all factors pertinent to the overall project such as the architectural, structural, electrical, and mechanical features which must be complied with, plus consideration of applicable standards and codes that may affect equipment selection and the food facilities layout; (4) schematic sketch studies of equipment, work center, departments, and the overall food production and service facilities in preparation of the preliminary layouts for the development of a master plan. Term project involves research and drawing time to make detailed preliminary equipment layouts with other required descriptive drawings for the equipment to be custom built.

EQUIPMENT: LAYOUTS, DESIGN, AND WORKING DRAWINGS (Food Facilities Engineering 362)

Credit three hours. Hotel elective.¹ Prerequisite, Food Facilities Engineering 361 or permission of instructor. Associate Professor Bangs.

Lectures, research, and laboratory work are centered in the student's project thesis. Each student programs, plans, and develops a complete project. This involves study: (1) to research the project program and draw up the prospectus; (2) to select and design equipment; (3) to develop layout studies and complete the master plan (preliminary renderings); (4) to develop working drawings (contract drawings), including equipment and architectural plans, mechanical plans, equipment detail drawings, and equipment schedules which are required for bidding, fabrication, construction, and installation; (5) to budget estimate and a review of feasibility studies.

FOOD FACILITIES ENGINEERING: SPECIFICATIONS, SHOP DRAWINGS, AND CONTRACT SUPERVISION (Food Facilities Engineering 363)

Credit three hours. Hotel elective. Prerequisite, Food Facilities Engineering 362. Associate Professor Bangs.

Lectures, research, and laboratory work include the areas of methods and detailed facilities engineering. This involves studies of general and itemized specifications, bid analysis and awarding of contracts, checking and approving shop drawings, field supervision, inspection, field conferences, punch lists, approval for acceptance of all facilities, and operational instruction.

1. This course may be counted as three hours of Hotel Engineering electives.



Prof. O. Ernest Bangs demonstrates principles of stainless steel fabrication in food service equipment to a class in Food Facilities Engineering.

FOOD SERVICE MANAGEMENT

Statler Hall provides excellent facilities for instruction in all aspects of foods: in the purchasing, storage, preparation, and service of food as well as of wines and liquors; and in basic science. Among the facilities are: (1) the "Oscar of the Waldorf" lecture room, a sloping-floor auditorium seating 133, equipped with a laboratory demonstration table, sink, and roll-away range; (2) two elementary food laboratories, each accommodating twenty students and each equipped with twenty stoves and twenty sinks as well as extensive stainless steel work spaces and all necessary mechanical equipment; (3) a forty-place basic chemistry laboratory and a forty-place laboratory for the study of the scientific applications of chemical and physical principles to food production; (4) a lecture demonstration area for instruction in the selection and grading of meats, poultry, and fish; (5) a laboratory for cutting and portioning meats, poultry, and fish, supported by extensive refrigerator and freezer storage units, power equipment, and testing devices; (6) a series of experimental kitchens for the testing of recipes and procedures; (7) an especially designed blast freezing chamber; and (8) the practice kitchens of the Statler Inn where the students prepare, under instruction, the food for the various Statler Inn and Statler Club dining rooms, which have seating totaling 1,000.

These kitchens are laid out to function both as quantity food production centers and as training centers for prospective hotelmen and restaurateurs learning food production on a large-quantity basis. The equipment, all of commercial size and of the latest design, duplicated in gas and electricity, is so varied that the student has the opportunity to use and to analyze a wide range of modern kitchen appliances. The student lounge kitchen is designed for the use of students in support of their daily coffee hour and their parties and receptions.



Faculty roundtables confer often on the relation of classroom instruction to new industrial developments. The group shown in the photograph has recently returned from a visit to Marriott Corporation's new food commissary. (Left to right) Prof. Robert W. Chase, Cdr. Leslie Bond U.S.N. (Ret.), Prof. Myrtle H. Ericson, Dr. Laura Lee W. Smith, and Dr. J. J. Wanderstock.

All of these laboratories are for the exclusive use of the School's hotel and restaurant students. They are designed and equipped especially for their particular teaching functions.

Regulation uniform of white coat, apron, and chef's cap is furnished by the student and is required for the first food laboratory.

Food Management

COMMERCIAL FOOD MANAGEMENT: SURVEY (Hotel Administration 101)

Credit three hours. Required. Assistant Professor Christian.

Provides an introduction to the fundamentals of commercial food preparation, nutrition, product identification, and storage. Presents the current methods and principles of food production as practiced by the food service industry. Students obtain classroom instruction, demonstrations, and small-quantity laboratory practice. Food management experience is obtained by periodically operating the Rathskeller of Statler Inn, where faculty and their guests dine. Phases covered, on a rotating basis, include menu planning, requisitioning, pricing, preparation, serving, sanitation, and performance evaluation.

QUANTITY FOOD PRODUCTION: MANAGEMENT OF THE OPERATION (Hotel Administration 201)

Credit four hours. Required. Prerequisites, Hotel Administration 120, 214, 215, 220. Messrs. Bond, Rappole, Hagenmeyer and Warner.

Large quantity food production in the Statler Inn kitchen of luncheons and dinners served to 200 to 350 patrons. The student manager for the week plans the menus, prepares food requisitions, supervises preparation and service, and submits a report and analysis on his operation. Discussion periods review principles and methods applied in laboratory periods. Quality and cost controls are emphasized. The use of standardized formulas and techniques in relation to nonstandardized practice is demonstrated. The use of, and present value of, convenience foods is investigated under profit and loss condi-

First-year students learn both small and large quantity food preparation and service. In an elementary Food Management class (opposite), Prof. Vance A. Christian demonstrates how stock is made from browned beef bones. The containers to his right hold commercially prepared stock and sauce bases.

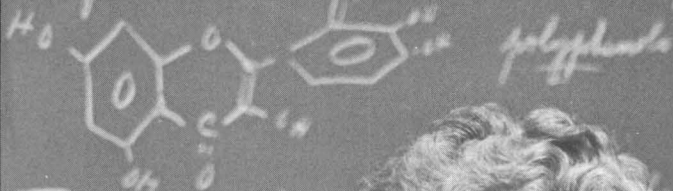


Advanced food management students actually manage a school cafeteria serving 200 students. Each, as manager, takes turns in planning the menu, issuing purchase orders, and supervising food preparation and service. He also prepares a profit statement to "ownership" and delivers an oral report on his operation. In the photograph, Cdr. Leslie E. Bond, U.S.N. (Ret.), conducts a managerial critique as the instructor.

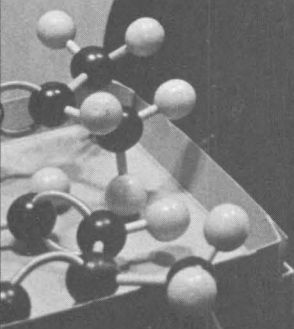
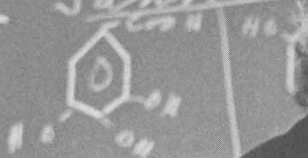


Heterocycles

b) flavones, flavanols - colorless poly



IV Tannins



tions. The in-house preparation, storage, and sale of frozen entrees is performed by each student. The development, testing, and merchandising of standardized entree recipes is experienced by each student. Sanitary, safe, and economical uses of food and of equipment as well as preparation and serving space are stressed.

Students have one meal in the cafeteria on laboratory days.

QUANTITY FOOD PRODUCTION: MANAGEMENT OF THE OPERATION (Hotel Administration 201A)

Credit two hours. Permission of the instructor is required. Mr. Bond.

This course, plus Hotel Administration 202 or 203, may be submitted for Hotel Administration 201 by students who can present evidence of extensive experience in quantity food preparation. Students have one meal in the cafeteria on laboratory days.

Chemistry

CHEMISTRY (Hotel Administration 214-215)

Credit five hours per term. Throughout the year. Required. Prerequisite, high school chemistry. Professor Smith and staff.

The important principles and concepts of inorganic and organic chemistry are covered with special consideration of the chemistry of foods. The second term places the emphasis on organic and colloid chemistry with laboratory exercises in the experimental study of foodstuffs.

Food Preparation

FOOD PREPARATION (Hotel Administration 220)

Credit three hours. Required. Prerequisites, Hotel Administration 101 or its equivalent; Hotel Administration 206 is desirable. Professor Ericson and Mr. Herrmann.

An advanced foods course which gives experience in current methods and principles of food preparation, nutritive value, variety and garnish of foods adapted to hotel and restaurant service. Special emphasis is placed on small and large quantity recipe development.

CLASSICAL CUISINE (Hotel Administration 202)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201 or equivalent experience.

International hotel cuisine is systematically presented in this course. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a great variety of food.

The emphasis is on unusual appetizers, fish, shellfish, other entrees, poultry, and game, with the appropriate garnishing and some exhibition desserts. The student has the opportunity to observe preparation skill in detail, participate, write recipes, watch correct service, and taste the prepared food.

SMORGASBORD (Hotel Administration 203)

Credit two hours. Hotel elective. Prerequisite, Hotel Administration 201.

The laboratory consists of planning, requisitioning, preparing, and serving the food for an elaborate buffet in Statler Inn. In discussion periods principles and methods applied, with emphasis on quality, cost control, use

of available facilities, labor skill, and equipment for a profitable operation are reviewed. The student has the opportunity to taste and criticize the food prepared.

INTERNATIONAL HOTEL CUISINE (Hotel Administration 205)

Credit three hours. Hotel elective. Open to upperclassmen and graduates. Professor Bernatsky.

International hotel cuisine is systematically presented. The correct utilization of the animal carcass and of plant life is demonstrated through the skillful preparation of a wide variety of food. The student has the opportunity to observe preparation skill in detail, write recipes, watch correct presentation and service, and taste the prepared food.

CATERING FOR SPECIAL FUNCTIONS (Hotel Administration 254)

Credit two hours. Hotel elective. Professor Bernatsky.

The systematic presentation of catering to special functions. Emphasis is placed on maximum sales potential through use of existing facilities. Lectures and demonstrations on banquet layout, menus, service, and sales.

SANITATION IN THE FOOD SERVICE OPERATION (Hotel Administration 221)

Credit one hour. Hotel elective. Mr. Rappole.

The causes and prevention of food poisoning are stressed. Included are the aesthetic, moral, and legal responsibilities involved in presenting sanitary food to patrons as well as the profit and loss factors. Emphasis is placed on the current problems confronting the industry with recent food developments as they relate to sanitation.

MENU PLANNING* (Hotel Administration 124)

Credit one hour. Hotel elective.

Principles of menu planning for hotels, restaurants, clubs, and institutional service, with emphasis on history and development, types and uses, format and production, and pricing.

Food Purchasing

MANAGERIAL ASPECTS OF PURCHASING (Hotel Administration 118)

Credit two hours. Hotel elective. Open to juniors and seniors. Assistant Professor Christian.

Survey of the problems of purchasing meat, fish, poultry, canned products, fresh and frozen produce, dishes, and utilities. Speakers are leading managers and purveyors from the commercial food industry. In addition to lectures and class presentation, careful study is given to the writing of a purchasing manual and to a tour of current markets.

A SURVEY OF CONVENIENCE FOODS (Hotel Administration 204)

Credit two hours. Hotel elective. Prerequisites, Hotel Administration 101, 214, 215 and permission of the instructor. Assistant Professor Christian.

Methods of food preservation are reviewed with special emphasis on the place of prepared foods in the commercial food operation. The student serves and evaluates prepared hors d'oeuvres, salads, soups, entrees, desserts, and vegetables from the standpoints of quality, cost, and menu adaptability.

A two-day tour of convenience food restaurants and packing plants will be conducted.

Menus are built around meat, poultry, and fish. Prof. J. J. Wanderstock explains the relative desirability of the various cuts which can be made from a beef hindquarter.



MEAT, POULTRY, AND FISH (Hotel Administration 206)

Credit three hours. Required. Professor Wanderstock.

Deals with the major phases of meat, poultry, and fish from the hotel, restaurant, club, and institutional standpoints; nutritive value, structure and composition, sanitation, selection and purchasing, cutting, freezing, portion control, cooking, carving, and miscellaneous topics. Required three-day field trip to visit purveyors in New York City included. Estimated cost for this trip ranges between \$30.00 and \$40.00.

HANDLING AND MARKETING VEGETABLES (Vegetable Crops 212)

Credit three hours. Hotel elective. Professor Hartman.

Principles and procedures involved in the distribution, processing, and quality maintenance of vegetables from harvest to the ultimate consumer. Development, validation, and use, present and prospective, of instrumental measurements of color, texture, and flavor in vegetables. Specifications, purposes, and utilization of quality standards by food- and health-control governmental agencies, by food manufacturers, and by research organizations.

ECONOMIC FRUITS OF THE WORLD* (Pomology 301)

Credit three hours. Permission of the instructor required to register. Hotel elective. Professor Smock.

The more important subtropical and tropical fruit species such as citrus, banana, mango, coffee, and cacao are dealt with. Morphology, physiology, and adaptation to climate are stressed rather than details of culture. A broad view of world pomology is given.

Food Research

SPECIAL PROBLEMS IN FOOD (Hotel Administration 353)

Spring term. Credit one hour. Permission of instructors required. Prerequisites, Hotel Administration 101, 220, 206, 214, 215, and 201. Professors Ericson and Wanderstock.

A seminar course for upperclassmen and graduate students designed to examine in detail various aspects of food and food service in hotels, restaurants, clubs, and related fields.

Related Courses in Other Colleges

INTRODUCTORY BIOCHEMISTRY (Biochemistry 231)

Credit three hours. Prerequisites, Chemistry 104 or 108, or the equivalent. Professor Williams.

A brief survey of organic chemistry as related to biological compounds and a discussion of biochemical reactions associated with the metabolism of animals, plants, and microorganisms. Especially designed as a general course for four-year students.

* Courses marked with an asterisk are given in alternate years or as the demand requires. Other courses are ordinarily given at least once a year, but in any case offerings are adjusted to the requirements.

HUMAN NUTRITION (Food and Nutrition 112)

Credit three hours. Hotel elective. Associate Professor Gift.

A study of the nutrients essential to human life and well-being, their functions in metabolism and their sources in food as it is consumed; application of this information to the significant relationships between food habits and health.

HUMAN PHYSIOLOGY (Biological Sciences 210)

Credit three hours. Prerequisite, previous courses, in either college or high school, in biology and in chemistry; Chemistry 108 or the equivalent.

Basic concepts of human anatomy and physiology will be presented to provide the groundwork for the understanding of the functioning of the human body in health and disease. Emphasis will be placed on the relationship of human physiology to problems of public health and contemporary living. The individual system, such as cardiovascular, gastrointestinal, neurological, endocrine, renal, etc., will be discussed singly and in correlation with each other. Guest lecturers will be invited as appropriate.

HOSPITAL ADMINISTRATION

Students enrolled in the School of Hotel Administration who look forward to working in the hospital field may enroll in courses offered in Cornell's Sloan Institute of Hospital Administration, which is supported by a grant of \$750,000 from the Alfred P. Sloan Foundation. Complete details of the courses are given in the *Announcement of the Graduate School of Business and Public Administration*.

HOSPITAL FOOD SERVICE ADMINISTRATION (Hotel Administration 223)

Credit two hours. Hotel elective. Open to seniors and graduate students.

A comprehensive course relating food service operation to general hospital management. Lectures cover hospital organization and the importance of dietary programs; management of the dietary department; food service operation and control. Instruction is given by personnel provided by the American Hospital Association, the American Dietetic Association; the New York State College of Agriculture; the Sloan Institute of Hospital Administration, College of Business and Public Administration; Automatic Retailers of America; and the School of Hotel Administration.

HOUSEKEEPING ADMINISTRATION

Students who graduate from the School of Hotel Administration have covered the basic instruction which qualifies them to become executive housekeepers. Several graduates, most of them women, are administrative housekeepers in large hotel systems. To the School's regular curriculum, it is suggested that students wishing to obtain further knowledge of textiles add courses made available in the College of Human Ecology.

During the summer, the School provides several short courses approved by the National Executive Housekeepers' Association, which lead to professional certification by that organization.

INTERIOR DESIGN

The elements of interior design are included as part of two advanced courses in hotel engineering—*Seminar in Hotel Construction and Renovation* and *Seminar in Hotel Lighting and Color*—for which the course content and prerequisites for enrollment are given on pp. 37–39. Students may also count as free electives certain elementary courses in design offered by the Department of Housing and Design of the College of Human Ecology. For the content and enrollment prerequisites of these courses, the student should write directly to the New York State College of Human Ecology (formerly Home Economics), Martha Van Rensselaer Hall, Cornell University, Ithaca, New York 14850.

LANGUAGE AND COMMUNICATION

An extensive variety of courses in the art of communication, in English composition, in public speaking, in the fluent use of foreign languages, and in the literature of English and other languages, is open to election by hotel students. Space for the description of only a few of them is available here. Full details regarding the others will be found in the *Announcement of the College of Arts and Sciences*. Particularly noteworthy for the hotel student are the very effective conversational-method courses in modern languages. Six semester hours of foreign languages may be counted among the required hotel electives.

The Freshman Humanities Program

To replace its traditional freshman English composition program of six hours credit, the University has recently inaugurated a series of small discussion and writing courses in the humanities which are conducted jointly by ten departments in the College of Arts and Sciences. The aim of the new program is twofold: to offer the incoming student a wide variety of subjects from which to choose, and to provide him with the opportunity of relating his written assignments directly to the subject areas which primarily interest him. The courses are uniform only in the sense that all of them require intensive practice in composition and that the enrollment in each section is limited to twenty students.

To satisfy the Freshman Humanities requirement, each student must elect any two (but no more than two) of the courses. Each student is expected to enroll in one of these courses during the fall semester and in another during the spring semester of his first year of residence. Each course carries three hours of credit. A course used in satisfying the Freshman Humanities requirement may not be used in satisfying the Distribution or language requirement. Supplementary information about the program and specific instructions about registration procedures will be mailed separately to all incoming freshmen in April or May.

ORAL COMMUNICATION (Communication Arts 301)

Credit three hours. Fall term limited to juniors and seniors; spring term open to sophomores, juniors and seniors. Professor Freeman, Associate Professor Martin, and Assistant Professors Campbell and Kemper.

Training and experience in the theory, preparation, presentation, and evaluation of oral topics. Designed to encourage interest in public affairs and to develop self-confidence. Individual appointments are scheduled to counsel the students in principles of effective self-expression.

THE TWENTIETH CENTURY (English 225-226)

Throughout the year. Credit three hours a term. First term not prerequisite to the second. Not open to freshmen. Assistant Professors McCall and Marcus.

An examination of important works of fiction and poetry by Dickinson, Dreiser, Faulkner, Fitzgerald, Hemingway, Lawrence, Stevens, and West in the fall term, and by Eliot, Forster, Hardy, Huxley, James, Joyce, Woolf, Yeats and others in the spring term.

BRITISH LITERATURE (English 255-256)

Throughout the year. Credit three hours a term. English 255 is not prerequisite to English 256. Professor Healy.

Lectures and commentary on some notable works by prominent English, Scottish, and Irish authors. First term: medieval balladists to Dr. Johnson. Second term: Robert Burns to James Joyce.

Foreign Languages

The mastery of a foreign language is a mark of a well-educated man or woman. For the hotelman a second language is particularly desirable. At Cornell the foreign languages are taught by modern methods that place special emphasis on speaking and understanding the spoken language. The daily classes are kept small. Native speakers and playback machines are extensively used.

FRENCH, ELEMENTARY COURSE (French 101)

Credit six hours.

GERMAN ELEMENTARY COURSE (German 101)

Credit six hours.

ITALIAN, ELEMENTARY COURSE (Italian 101)

Credit six hours.

JAPANESE, ELEMENTARY COURSE (Japanese 101)

Credit six hours.

PORTUGUESE, ELEMENTARY COURSE (Portuguese 101)

Credit six hours.

RUSSIAN, ELEMENTARY COURSE (Russian 101)

Credit six hours.

SPANISH, ELEMENTARY COURSE (Spanish 101)

Credit six hours.

COURSES OF CULTURAL VALUE

The professional courses required in the curriculum of the School of Hotel Administration have much of general educational value. Students of the School have open to them, in addition, literally hundreds of courses in other colleges of the University whose value to them would be principally cultural. Thus, a student taking full advantage of his free elective courses may have half of his program (60 hours of the required 120 hours) in general education.

Hotel students are encouraged to take full advantage of their opportunities and to acquaint themselves with other disciplines. It is not practical to list all the offerings from which they might select, but, to assist the student in making the beginning contact, the titles of a few of the more popular introductory courses are given below:

SPECIAL FORMS OF WRITING (English 203)

Credit three hours.

WORLD DRAMA (Comparative Literature 325-326)

Credit four hours each term.

AMERICAN GOVERNMENT (Government 101)

Credit three hours.

INTRODUCTION TO WESTERN CIVILIZATION (History 105-106)

Credit three hours each term.

AMERICAN HISTORY (History 215-216)

Credit three hours each term.

INTRODUCTION TO PHILOSOPHY (Philosophy 101)

Credit three hours.

DEVELOPMENT OF AMERICAN IDEALS (Industrial and Labor Relations 408-409)

Credit three hours each term.

WRITING FOR MAGAZINES (Communication Arts 313)

Credit three hours.

NEWS WRITING AND ANALYSIS (Communication Arts 315)

Credit three hours.

RADIO BROADCASTING AND TELECASTING (Communication Arts 220)

Credit three hours.

TELEVISION PRODUCTION AND PROGRAMMING (Communication Arts 422)

Credit two hours.

PRINCIPLES OF FLOWER ARRANGEMENT (Floriculture and Ornamental Horticulture 105)

Credit two hours.

SURVEY OF WESTERN ARCHITECTURE (Architecture 400-401)

Credit three hours each term.

THE ART OF MUSIC (Music 213)

Credit three hours.

MILITARY TRAINING

As a land grant institution chartered under the Morrill Act of 1862, Cornell has offered instruction in military science for more than ninety years. This instruction is provided through the ROTC programs of the three military departments, the Army, the Navy, and the Air Force.

The ROTC programs offer to a male student the opportunity to earn a commission while he is completing his education, thus enabling him to fulfill his military commitment as an officer rather than through the draft. To obtain a commission in one of the armed services, a student must complete a four-year course of study in an ROTC program and meet certain physical and mental requirements. Upon graduation, he then receives a commission and serves a required tour of active military service. Participation in ROTC is voluntary. Interested students must enroll in the *fall term of the freshman year*, since four years of ROTC are required to qualify for a commission. Detailed information concerning the ROTC programs is provided in a separate *Announcement, Officer Education*.

PHYSICAL EDUCATION AND ATHLETICS

The distinctive feature of athletics and physical education at Cornell is the de-emphasis of the spectator sports like big-time varsity football, and the emphasis on participation by the average student in all-around varsity and intramural sports. The objective is to get every student into an athletic activity of some sort rather than to develop a small group of varsity athletes.

All undergraduates must take four terms of work in physical education. Ordinarily, the requirement must be completed in the first two years of residence; postponements are to be allowed only by consent of the University Faculty Committee on Requirements for Graduation. The requirement in physical education is described in further detail in the *Announcement of General Information*. The courses offered are described in publications made available to students by the Department of Physical Education.

Cornell supports an unusually wide range of intercollegiate sports, twenty-nine in all, five more than the average Ivy League institution and twice as many as most state institutions. Cornell furnishes the equipment and uniforms for these teams and provides the supervision, the coaches, the officials, the playing fields, and the travel expense. But comprehensive as is the intercollegiate activity, it is completely overshadowed by the less formal, but more interesting and healthful, intramural program. Under this program 1,556 contests in 20 sports among 651 teams organized into 65 leagues were held during the fall, winter, and spring of 1968-1969. Over 10,000 participants were involved. This extensive intramural program brings hundreds of students onto the playing fields every afternoon where the emphasis is less on the score than on having wholesome fun and exercise out of doors.

Hotel students field a number of teams representing the School for intramural competition on the campus, and most of them as individuals appear at one time or another on interfraternity or interdormitory teams.

STUDENT ACTIVITIES

Students enrolled in the four-year course in hotel administration are members of the Cornell University undergraduate body. As such they participate in all the customary student activities; they represent the University on athletic teams, are members of the musical clubs, are cadet officers in the three Reserve Officers Training Corps, and hold office on the boards of student publications. They are eligible to membership in the social fraternities and in the appropriate honorary fraternities.

Hotel students also conduct among themselves a number of special enterprises in addition to those of the University as a whole. Every student is eligible to membership in the Cornell Hotel Association. By student election, upperclassmen who distinguish themselves in student projects win memberships in Ye Hosts, the recognition organization. Ye Hosts acts as a reception committee for the new students and for visiting hotelmen.

Under the auspices of the Cornell Hotel Association, informal teams are organized to represent the School in intramural sports, a predominant feature of Cornell athletic activity. The annual Hotel Ezra Cornell is a project in which the students organize and finance a hotel operating company, take over Statler Hall, and open and run it as a hotel with all the appropriate ceremony. They organize without faculty assistance a regular three-day convention program, including symposia, workshops, and addresses with an appropriate concomitant array of social events, receptions, breakfasts, luncheons, buffets, cocktail parties, and dinners, for which all the planning, preparation, and service are student projects executed with the greatest finesse. In attendance are the presidents of the leading group hotel and restaurant organizations; and the chief executives, operators, and managers of hotels, restaurants, and institutions of all types.

In May 1969, the Cornell Hotel Association initiated a series of student-industry seminars, the first of which was AH&MA Day. During this seminar, students heard officers of the American Hotel & Motel Association and executives of major hotel systems outline industry objectives and current problems. They also met with the executives in small groups for two-way discussion. Among the developments proposed is a management internship for senior students which will involve a combination of job experience and classroom studies.

Each year a group of upperclassmen attends the convention of the New York State Hotel Association, visits the National Hotel Exposition, and makes a tour of inspection of metropolitan hotels. Groups also attend the National Restaurant Association Convention/Midwest International Hotel & Motel Show in Chicago, and the New England Exposition in Boston. The students participate in social functions associated with the conventions. With the alumni organization, the Cornell Society of Hotelmen, they entertain at smokers and receptions the hotelmen who are attending the conventions.

A chapter of the Junior Hotelmen of America, and junior chapters of Les Amis d'Escoffier, the Hotel Sales Management Association, and the Club Managers Association of America have been established in the student body.

PLACEMENT SERVICE

More and more employers are seeking young people with specific training, experience, and interest. In cooperation with the Cornell Society of Hotelmen, the office of the School maintains an active and aggressive placement service to assist students in obtaining hotel jobs during the summer and to assist graduates in making contacts for permanent positions. A feature of the placement work is the development, through student-industry seminars, Hotel Ezra Cornell, and attendance at hotel conventions and similar functions, of numerous contacts between students and hotelmen. As a result, the students and graduates have an extensive acquaintance among prospective employers.

A number of hotel and restaurant organizations offer "internship" or "trainee" programs to the members of the junior and senior classes. While the details vary among the organizations, all the programs contemplate a year or more of training with experience in all the departments and with supplemental instruction. In some cases, no commitment is made by the employer or the trainee beyond the period of training. In others, more definite arrangements are made. Cooperating organizations have included Hilton Hotels, Hotel Corporation of America, Sheraton Hotels, Inter-Continental Hotels, Stouffer's, Hot Shoppes, ARA-Slater, and Saga Food Service.

The School and its work are known to all important hotel and restaurant men. Many of these men contribute instruction either directly or through members of their staffs. Consequently, Cornell hotel graduates have been well received in the industry. Many of the graduates have themselves already attained posts of sufficient importance to enable them to place some of their younger associates. All these helpful contacts and the accomplishments of the graduates have contributed to the placement record of the School: over 98 percent employment of graduates throughout its history, including the depression years. All the graduates, every year, have had opportunities open to them.

A recent survey of the earnings of the graduates of the School indicates that their financial success is high in comparison both with that of the noncollege graduate in the hotel field and with that of college graduates in many other fields where a degree is required. The average salary is about \$16,500. The average beginning salary is about \$7,900. Salaries reported range to over \$100,000.

The first Cornell hotel class was graduated in 1925 with eleven members. On July 15, 1969, there were 2,765 living graduates. Cornell graduates have given extensive leadership to their chosen profession. Henry A. Montague '34 is past president of the National Restaurant Association; Roy Watson, Jr. '48 is past president of the American Hotel & Motel Association; Louis E. Rogers '52 is past president of the Hotel Sales Management Association; Theodore W. Minah '32 is past president of the National College and University Food Services; and Edgar A. Whiting '29 is past president of the Association of College Unions. Many of them are presidents of their respective state hotel and restaurant associations.

Similarly it will be noted that Cornell graduates are in highly responsible business positions with the large hotel groups: C. A. Bell, Jr. '49 is vice president of administration of Hilton Hotels International; J. Frank Birdsall '35 is president of Treadway Inns; R. M. Brush '34 is senior vice president of Sheraton Hotels Corporation; H. L. Dayton '28 is president of Dayton Hotels; J. P. Duchscherer '36 is general manager of the Radisson Management Corporation, Minneapolis; L. P. Himmelman '33 is executive vice president of Western International Hotels; R. E. Holtzman '41 is president of Rockresorts; Allen W. Hubsch '51 is vice president of Food and Beverage operation of Hotel Corporation of America; Robert M. James '54 is vice president and director of operations for Howard Johnson's Motor Lodges; J. W. Keithan '50 is vice president of Western International Hotels; L. H. Lee '30 is senior vice president and general manager of Howard Johnson's Motor Lodges; K. E. Mallory '52 is vice president of Western International; A. B. Merrick '30 is president of the Roger Smith Hotels; E. R. Milner '55 is president of Milner Hotels; Paul Sonnabend '50 is executive vice president of Hotel Corporation of America; Curt Strand '43 is president of Hilton International; J. B. Temple '38 is senior vice president, Food and Beverage Operations for Sheraton Hotels; and Roy Watson, Jr., is president of the Kahler Corporation.

Many of the country's noted individual hotels are managed, and many are owned, by Cornellians. In New York City, the St. Moritz is managed by J. N. Mados '49. In Washington, the Mayflower, by J. F. Craver '52 and the Hilton, by John Norlander '53. In Chicago, the Sheraton-Blackstone, by Henry L. Rather '52. In St. Louis, the Chase Park Plaza, by Lee Schoenbrunn '40 and the Sheraton-Jefferson, by T. C. Deveau '27, who is also district manager for the Midwest Division of Sheraton Hotels. In Houston, the America, by James P. Kelly '50; in Memphis, the Sheraton-Peabody, by Richard W. Barger '56. Other well known hotels include the Boston Ritz-Carlton, by William R. Ebersol '48; the Los Angeles Biltmore, by B. E. Bernard '55; the Greenbrier, by E. T. Wright '34; the Wentworth-by-the-Sea, by J. B. Smith '31; the Cloister, by Irving Harned '35; and Grossingers, by Paul Grossinger '36.

Many foreign hotels are managed by Cornellians: the Amsterdam and Rotterdam Hilton hotels; the Dome, Kyrenia; the Residency, Pretoria; the Carlton, Johannesburg, the Macuto-Sheraton, LaGuaira; the Mainz Hilton, Mainz; the Schweizerhof and the Bristol-Kempinski, both in Berlin; the Hanko, Fredrikstad; the Imperial, the Shiba Park, and the Okura in Tokyo; the Empress, Hong Kong; the El Mansour, Casablanca, the Oberoi Inter-Continental, New Delhi; the Singapore Hilton, and numerous other hotels around the world.

Likewise, many restaurants are managed by graduates of the School. Joseph H. Baum '43 is president of Restaurant Associates Industries; Edwin S. Weber, Jr., '52 is president of Dutch Pantry, Inc.; J. W. McLamore '47 is president of Burger King Corporation; Fred A. Hahn '57 is vice president and general manager, Howard Johnson's Wholesale Division; Paul C. Kilborn '50 is executive vice president, Host Interna-

tional; C. Alan MacDonald '55 is vice president of manufacturing, Stouffer Division of Litton Industries; Burton P. Sack '61 is general manager of the Ho-Jo Division, Howard Johnson's. Many other Cornellians hold executive positions in multi-unit operations such as Marriott Corporation, Dobbs House, Marshall Field's Restaurants, and Pope Cafeterias.

Among the large industrial food service companies, H. A. Montague '34 is chairman of the board of Greyhound Food Management; P. T. Yochum '48 is president of Servomation-Mathias; and Cornellians also hold executive positions in ARA-Slater and Automatic Canteen. Important hospitals, such as the Memorial Center for Cancer and Allied Diseases, are administered by Cornellians. College residence halls and dining facilities directed by Cornellians include those at Brown, Cornell, California, Duke, Harvard, University of California at Los Angeles, Princeton, Hawaii, Stanford, Columbia, and University of Michigan. The contribution of Cornell hotel alumni to allied fields is also outstanding.

HOTELS

Northeast

- Ahnert, D. W. '67, Manager, Fernwood Resort, Bushkill, Pennsylvania
 Anderson, I. P. '59, Assistant General Manager, Plaza Hotel, New York City
 Auchter, Miss M. L. '63, Activities Director, Colton Manor Hotel-Motel, Atlantic City, New Jersey
 Auchter, P. R. '60, Resident Manager, Colton Manor Hotel-Motel, Atlantic City, New Jersey
 Bacon, R. H. '34, Manager, Shawnee Inn, Shawnee-on-Delaware, Pennsylvania
 Baker, Miss K. L. '68, Assistant Food and Beverage Manager, Charter House Hotel, Braintree, Massachusetts
 Baker, Miss V. L. '47, Director of Housekeeping, Inter-Continental Hotels, New York City
 Bantuvanis, G. M. '51, President and Managing Director, Hotel Gould, Seneca Falls, New York
 Barbour, H. O., Vice President, Inter-Continental Hotels, New York City
 Barnard, C. C. '50, Owner-Innkeeper, Hotel Augustan, Cobleskill, New York
 Barnes, H. H. '58, Controller, Treadway Inns & Resorts, Rochester, New York
 Battles, K. P. '49, Owner-Manager, Sea Crest Hotel, Falmouth, Massachusetts
 Beach, D. E. '42, Vice President, Basin Harbor Club, Vergennes, Vermont
 Behringer, G. F. '34, Owner-Manager, Shelter Island House, Shelter Island Heights, New York
 Bell, C. A. '49, Vice President, Hilton Hotels International, New York City
 Benetz, F. A. '64, Manager, Benetz Inn, Quakertown, Pennsylvania
 Bennett, J. V. '47, Assistant to President, Hotel Pierre, New York City
 Bennett, R. C. '40, Innkeeper, Treadway Inn, St. Davids, Pennsylvania
 Berry, D. A. '59, Manager, Birchwood, East Stroudsburg, Pennsylvania
 Bevier, R. H. '32, Manager, Baker Hotel, Chautauqua, New York
 Biles, D. M. '52, General Manager, Skytop Lodge, Skytop, Pennsylvania
 Birdsall, J. F., Jr. '35, President, Treadway Inns Corporation, Rochester, New York

- Brush, R. M. '34, Senior Vice President, Sheraton Corporation of America, Boston, Massachusetts
- Buzby, G. H. '45, Vice President, Hotel Dennis, Atlantic City, New Jersey
- Buzby, W. J., II '49, Secretary-Treasurer, Hotel Dennis, Atlantic City, New Jersey
- Canas, J. I. '66, Director of Advertising, Hotel Corporation of America, Boston, Massachusetts
- Clark, D. W. '55, Manager, Stratton Mt. Inn, Stratton Mt., Vermont
- Coats, C. C. '33, Owner-Manager, Sherwood Inn, Skaneateles, New York
- Convery, L. P. '56, President, Harborside Inn, Edgartown, Massachusetts
- Daesener, A. H. '33, Owner-Manager, American Hotel, Freehold, New Jersey
- Davenport, R. W. '54, Innkeeper, The White Elephant, Nantucket, Massachusetts
- Dean, F. M. '29, General Manager, Sheraton Boston, Boston, Massachusetts
- Dixon, R. N. '60, Manager, Crawford House Resort, Crawford House, New Hampshire
- Dreier, F. '37, President, Dreier Hotels, New York City
- Ebersol, W. R. '48, General Manager, Ritz-Carlton, Boston, Massachusetts
- Eydt, F. J. '52, Comptroller, Inter-Continental Hotels, New York City
- Firey, M. J., Jr. '28, President, Congress Hotel, Baltimore, Maryland
- Fisher, F. X. '54, Director of Food and Beverage Operations, Eastern Division, Hilton Hotels Corporation, New York City
- Fisher, K. D. '51, General Manager, Gaylord Holiday Inn, Gaylord, Michigan
- Fite, R. S. '50, Manager, Colonial Hotel, Cape May, New Jersey
- Fleming, K. W., Jr. '63, General Manager, Statler Hilton Inn, Williamsburg, Virginia
- Frees, G. W. '38, Director of Food and Beverage, Carlyle Hotel, New York City
- Fuller, J. D. '29, Vice President, Hotel Management Division, Bing & Bing, Inc., New York City
- Geller, A. N. '64, Manager, Granit Hotel & Country Club, Kerhonkson, New York
- Goff, J. B. '39, Vice President, Treadway Inns, Rochester, New York
- Gorman, T. H. '49, General Manager, DeWitt Clinton Hotel, Albany, New York
- Grossinger, P. L. '36, President, Grossinger's, Grossinger, New York
- Guleserian, W. '60, President, Sheraton Commander, Cambridge, Massachusetts
- Gurney, F. H. '46, Northeast Division Manager, Sheraton Corporation of America, Boston, Massachusetts
- Hall, S. S. J. '56, Director, Franchise Hotels and Motor Inns, Sheraton Corporation of America, Boston, Massachusetts
- Hammond, N. G. '65, Personnel Manager, Hilton International, New York City
- Harney, J. D. '56, General Manager and Treasurer, White Hart Inn, Salisbury, Connecticut
- Harp, P. P. '60, Vice President and General Manager, Tuckahoe Inn, Marmora, New Jersey
- Harron, J. F. '47, General Manager, Nohonk Mountain House, New Paltz, New York
- Healy, J. G. '47, Manager, Hotel Syracuse Country House and Northway Inn, Syracuse, New York
- Herrmann, Walter '52, General Manager, Statler Inn, Ithaca, New York
- Holtzman, R. E. '41, President, Rockresorts, Inc., New York City
- Hubsch, A. W. '51, Vice President, Food and Beverage Operations, Hotel Corporation of America, Boston, Massachusetts

- Jacob, R. M. '47, Managing Director, The Summit Hotel, New York City
 Jaeckel, D. G. '56, General Manager, Johnstown Motor Inn, Johnstown, New York
 Johnston, J. L. '39, Manager, Hotel Lenhart, Bemus Point, New York
 Judd, R. W. '51, Regional Director, Treadway Inns Corporation, New York
 Keenan, Miss L. '46, Assistant to President, Inter-Continental Hotels, New York City
 Kellogg, B. F. '40, Resident Manager, Pocono Manor Inn, Pocono Manor, Pennsylvania
 Koopmann, N. P. '53, Innkeeper, Treadway Inn, Lebanon, Pennsylvania
 Kummer, G. J. '56, Manager, Data Processing Division, Treadway Inns Corporation, Rochester, New York
 LaForge, C. A., Jr. '57, President, Wayfarer Inns, Rhinebeck, New York
 LaForge, Mrs. S. A. '57, Auditor, Wayfarer Inns, Rhinebeck, New York
 Mace, Mrs. H. L. '58, Vice President, Lookout Hotel, Ogunquit, Maine
 Mados, J. N. '49, Vice President and General Manager, St. Mortiz Hotel, New York City
 Malamut, G. P. '54, Executive Vice President, Hotel Shelburne, Atlantic City, New Jersey
 Malamut, L. J. '49, Vice President, Hotel Sherburne, Atlantic City, New Jersey
 McWilliams, J. W. '53, Owner-Manager, Bromley House, Peru, Vermont
 Merrick, A. B. '30, President and Managing Director, Roger Smith Hotels, New York City
 Mitroff, A. P. '42, President and Managing Director, Brandon Inn, Brandon, Vermont
 Morris, A. E. '31, Owner-Manager, American Hotel, Bethlehem, Pennsylvania
 Parmele, E. C. '59, Assistant Director of Furnishings, Loew's Hotels, New York City
 Pavelka, M. '58, President, Tennanah Lakeshore Lodge, Roscoe, New York
 Pickel, R. D. '40, Manager, Agency Sales, Inter-Continental Hotels Corporation, New York City
 Potter, J. A. '33, Convention Sales Manager, Barbizon Plaza Hotel, New York City
 Potter, J. E. '54, Financial Director, Asia and Pacific, Inter-Continental Hotels, New York City
 Pottle, G. W. '41, Manager, Shoreham Hotel, Spring Lake, New Jersey
 Pritsker, R. I. '63, Assistant to Controller, Hotel Division, Hotel Corporation of America, Boston, Massachusetts
 Ranchil, K. A. '49, Innkeeper, Treadway Inn, Niagara Falls, New York
 Rieman, H. F., Jr. '53, Chief Accountant, Treadway Inns Corporation, Rochester, New York
 Rueck, K. A. '62, Manager, New Hyde Park Inn, New Hyde Park, New York
 Saeger, E. J. '51, Owner-Manager, Edison Hotel, Rochester, New York
 Saltz, S. V. '65, Assistant Manager, Saltz Hotel, Mt. Freedom, New Jersey
 Sinclair, J. G. '48, Manager, Roger Smith Hotel, White Plains, New York
 Slutsky, C. A. '62, Manager, Nevele Country Club Hotel, Ellenville, New York
 Slutsky, C. R. '62, Manager, The Fallsview Hotel, Ellenville, New York
 Smith, J. B. '31, Owner-President, Wentworth-by-the-Sea, Portsmouth, New Hampshire
 Sonabend, P. N. '50, Executive Vice President, Hotel Corporation of America, Boston, Massachusetts
 Stephen, W. J. '58, Owner-Manager, Homestead Inn, Greenwich, Connecticut
 Strand, C. R. '43, President, Hilton International Company, New York City
 Straube, D. K. '62, Regional Food Service Director, Loew's Hotels, New York City

- Stukenberg, L. R. '61, Assistant to General Manager and Director, Sales and Public Relations, The Otesaga Hotel, Cooperstown, New York
- Trimble, W. N. '58, Assistant Manager, Bellevue-Stratford Hotel, Philadelphia, Pennsylvania
- Van den Heuvel, R. '40, Night Manager, Biltmore Hotel, New York City
- Van Duzer, W. H., Jr. '43, Owner-Operator, Prince Hotel, Tunkhannock, Pennsylvania
- Venetos, J. S. '65, Manager, Deerfield Inn, Deerfield, Massachusetts
- Warfel, M. C. '33, Vice President, Sheraton Corporation of America, Boston, Massachusetts
- Webb, E. B. '56, Manager, Princeton Inn, Princeton, New Jersey
- Whitman, F. C. '40, Owner-Manager, Silvermine Tavern, Norwalk, Connecticut
- Wikoff, J. H. '48, Owner-Operator, Sun & Ski Inn, Lake Placid, New York
- Wright, M. R. '45, Manager, Northfield Inn, East Northfield, Massachusetts
- Young, A. W., Jr. '52, Manager, Harborside Inn, Edgartown, Massachusetts
- Zugger, R. A. '57, General Manager, Statler-Hilton Hotel, Buffalo, New York

Southeast

- Bailey, L. G. '59, Director of Operations, Fontainebleau Hotel, Miami Beach, Florida
- Barger, R. W. '56, Resident Manager, Sheraton-Peabody Hotel, Memphis, Tennessee
- Batchelder, W. P. '34, Manager, Williamsburg Lodge, Williamsburg, Virginia
- Bond, W. '40, Owner-Manager, Bond Hotels, St. Petersburg, Florida
- Broadhead, J. D. '61, Director of Sales, DeSoto-Hilton, Savannah, Georgia
- Casbarian, A. A. '62, Vice President-General Manager, Royal Orleans Hotel, New Orleans, Louisiana
- Cole, J. W. '30, Vice-President-General Manager, Sheraton Adventure Inn, Hilton Head Island, South Carolina
- Craighead, G. F., Jr. '49, Vice President-General Manager, William Hilton Inn/Sea Pines Plantation, Hilton Head Island, South Carolina
- Crandall, J. M. '25, General Manager, Gasparilla Inn & Cottages, Gasparilla Island, Boca Grande, Florida
- Craver, J. F. '52, Vice President-General Manager, Mayflower Hotel, Washington, D. C.
- Davis, D. M. '47, Managing Director, Tides Hotel & Bath Club, St. Petersburg, Florida
- Dayton, H. L. '28, President-General Manager, Howard Dayton Hotels, Daytona Beach, Florida
- Fahey, J. S. '56, Assistant to the President, International Hotel Management Company, Miami, Florida
- Gore, J. A. '42, General Manager, Governors Club Hotel, Fort Lauderdale, Florida
- Hankoff, T. B. '43, General Manager, Miami Beach Hotels, Inc., Miami Beach, Florida
- Harned, I. A. '35, Vice President and Manager, Cloister Hotel, Sea Island, Georgia
- Hougen, R. T. '35, Manager, Boone Tavern of Berea College, Berea, Kentucky
- Kappa, Mrs. M. '44, Assistant Manager in Charge of Housekeeping, The Greenbrier, White Sulphur Springs, West Virginia
- Kloppel, R. III '64, Vice President, Kloppel Hotels, Inc., Jacksonville, Florida

- Ley, D. M. '56, Food Operations Manager, Richmond Hotels, Inc., Richmond, Virginia
- Moser, A. C. '40, General Manager, Carolina Inn, Chapel Hill, North Carolina
- Muzii, R. C. '59, Vice President, Sales, Hilton Plaza, Miami Beach, Florida
- Naughton, W. F., Jr. '63, Director of Sales, Roosevelt Hotel, New Orleans, Louisiana
- Norlander, J. A. '53, General Manager, The Washington Hilton, Washington, D. C.
- O'Connell, T. J. '52, General Manager, Bayshore Royal Hotel, Tampa, Florida
- Parker, H. '57, Executive Assistant to the Vice President, Hollywood Beach Hotel, Hollywood, Florida
- Rogers, L. E. '52, Executive Vice President, Fontainebleau Hotel, Miami Beach, Florida
- Rusnock, T. P. '57, Owner, The Marshalls, Virginia Beach, Virginia
- Seamon, A. M. '49, Vice President-General Manager, Hollywood Beach Hotel, Hollywood Beach, Florida
- Sherman, M. '61, Resident Manager, Roosevelt Hotel, New Orleans, Louisiana
- Stephens, E. A., Jr. '63, Assistant Manager, The Tides Inn, Irvington, Virginia
- Stilwell, Mrs. D. '47, Vice President, Lauderdale Beach Hotel, Ft. Lauderdale, Florida
- Stoner, F. B. '67, Director of Marketing Services, Royal Orleans Hotel, New Orleans, Louisiana
- Woolf, C. E. '46, Regional Sales Manager, Mayflower Hotel, Washington, D. C.
- Wright, E. T. '34, Vice President and Managing Director, The Greenbrier, White Sulphur Springs, West Virginia

Midwest

- Alexander, W. A. '36, Manager, Hotel Sawnee, Brookings, South Dakota
- Blankinship, W. C. '31, Vice President-General Manager, Stouffer's Somerset Inn, Shaker Heights, Ohio
- Boss, D. A. '43, Secretary-Treasurer, Boss Hotels, Des Moines, Iowa
- Bostrom, E. L. '37, General Manager, Boston Square Hotel Company, Cleveland, Ohio
- Brashears, E. L., Jr. '48, Executive Vice President, Drake Hotel, Chicago, Illinois
- Carroll, W. '31, General Manager, Fort Dearborn Hotel, Chicago, Illinois
- Cohee, J. J. '59, Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- Daniel, J. K. '58, Manager, Brown's Lake Resort, Burlington, Wisconsin
- Deveau, T. C. '27, Vice President and Midwest Division Manager, Sheraton Corporation of America, Sheraton Jefferson Hotel, St. Louis, Missouri
- Duchscherer, J. P. '36, General Manager, Radisson Management Corporation, Minneapolis, Minnesota
- DuMond, R. C., Jr. '42, General Manager, Stouffer's Oak Brook Inn, Oak Brook, Illinois
- Evensen, L. R. '66, Food and Beverage Director, Sheraton Blackstone Hotel, Chicago, Illinois
- Fanelli, J. G. '48, Food and Beverage Director, Kahler Corporation, Rochester, Minnesota
- Foster, E. F. '51, Personnel Manager, The Curtis Hotel, Minneapolis, Minnesota
- Gully, S. E. '56, Vice President and General Manager, The Radisson Hotel, Minneapolis, Minnesota

- Jorgensen, E. L. '48, Director, Area Lodging Operations, Kahler Corporation, Rochester, Minnesota
- Kerfoot, B. T. '60, Co-Owner, Gunflint Lodge, Grand Marais, Minnesota
- Koplar, R. B. '64, Assistant to the President, Chase-Park Plaza Hotel, St. Louis, Missouri
- Lang, R. M. '34, Manager, Kahler Hotel, Rochester, Minnesota
- Lose, H. F. '35, President, Hotel Jayhawk, Topeka, Kansas
- Martin, T. W., Jr. '32, General Manager, Hollenden House, Cleveland, Ohio
- Maurer, S. A., Jr. '57, Resident Manager, Sheraton-Ritz Hotel, Minneapolis, Minnesota
- McLean, W. D. '67, Executive Assistant Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- Milne, D. B. '56, President and Manager, Lodge at Eagle Knob, Cable, Wisconsin
- Milner, E. R. '55, President, Milner Hotels, Detroit, Michigan
- Murray, T. F. '60, Manager, Park Lane Hotel, Toledo, Ohio
- Nordahl, M. T. '50, General Sales Manager, Drake Hotel, Chicago, Illinois
- Petry, J. C. '61, Resident Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- Pistilli, P. '54, Vice President-General Manager, Alameda Plaza Hotel, Kansas City, Missouri
- Potthoff, F. W., Jr. '51, Owner, Minnewawa Lodge, Nisswa, Minnesota
- Powers, E. P. '38, Manager, Powers Hotel, Fargo, North Dakota
- Rather, H. L. '52, Vice President-General Manager, Sheraton-Blackstone Hotel, Chicago, Illinois
- Ray, F. J. '38, Owner-Manager, Ray Hotel, Dickinson, North Dakota
- Schimmel, M. K. '61, Resident Manager, Blackstone Hotel, Omaha, Nebraska
- Schmid, A. '42, General Manager, Hotel-Motel Division, Bates & Springer, Inc., Cleveland, Ohio
- Schoenbrunn, L. E. '40, Vice President-General Manager, Chase-Park Plaza Hotel, St. Louis, Missouri
- Smith, R., Jr. '32, Vice President, Parkway Inns, Milwaukee, Wisconsin
- Timmerman, R. L. '31, Food and Beverage Manager, Terrace and Netherland Hilton Hotels, Cincinnati, Ohio
- Treadway, R. W. '41, General Manager, French Lick Sheraton Hotel, French Lick, Indiana
- Tyo, R. '27, Manager, Imperial House, Findlay, Ohio
- Watson, R., Jr. '48, President-General Manager, The Kahler Corporation, Rochester, Minnesota
- Weir, A. J. '49, Executive Assistant Manager, Hollenden House, Cleveland, Ohio
- West, J. H. '58, General Manager, Hillcrest Hotel, Toledo, Ohio

West

- Callahan, W. G. '37, General Manager, Harrah's Hotel & Casino, Reno, Nevada
- Caselli, P. F. '59, General Manager, Lakeway Inn and Marina, Austin, Texas
- Chappell, P. K. '65, Executive Assistant Manager, Cosmopolitan Hotel, Denver, Colorado
- Flood, P. H. '62, General Manager, Carefree Inn, Carefree, Arizona
- Friedli, O. F. '60, Resident Manager, Fairmont Hotel, Dallas, Texas
- Gee, T. W. '51, Owner-Manager, Washakie Hotel, Worland, Wyoming
- Heiss, R. H. '49, Manager, Rose Inn & Lodge, Crossett, Arkansas

- Hopkins, O. S., Jr. '48, General Manager, The Blackstone, Fort Worth, Texas
 Hospers, N. L. '48, General Manager, Worth Hotel, Fort Worth, Texas
 Just, P. O. '34, Owner-Manager, Skysail Lodge, Port Aransas, Texas
 Kelly, J. P. '50, Vice President-General Manager, Hotel America, Houston, Texas
 Mayo, J. B. '41, President, Mayo Hotel, Tulsa, Oklahoma
 Metz, J. R. '55, Internal Auditor, Ramada Inns, Phoenix, Arizona
 Sawyer, J. E. '58, Food and Beverage Manager, Gulf Coast Ramada Inns, Monroe, Louisiana
 Shields, W. W. '33, Director of Hotels, Sun Valley, Idaho
 Sorensen, F. C. '35, Manager, Breckenridge Lodge, Breckenridge, Colorado
 Turner, F. M. '33, President, Cherry Creek Inn, Denver, Colorado
 Ward, A. L. '55, Director of Sales, Shamrock Hilton Hotel, Houston, Texas
 Wiegner, D. '58, Owner, Pomegranate Inn, Aspen, Colorado

West Coast

- Austin, A. G. '33, Owner, Hotel Windsor, Seattle, Washington
 Barash, A. J. '49, Manager, Hyatt House Hotel, City of Commerce, Los Angeles, California
 Bernard, B. E. '55, Manager, Biltmore Hotel, Los Angeles, California
 Chiu, W. M. '66, Catering Manager, Washington Plaza Hotel, Seattle, Washington
 Crouch, C. '50, Owner-Operator, Appleton Hotels Inc., Watsonville, California
 Delong, R. D. '48, Manager, Shattuck Hotel, Berkeley, California
 Deveau, T. C., Jr. '58, General Manager, Continental Hyatt House Hotel, Hollywood, California
 Devoto, D. J. '50, Manager, Hilton Inn, International Airport, San Francisco, California
 Dupar, R. W. '49, Executive Vice President, Western International Hotels, Seattle, Washington
 Fuller, P. P. '53, General Manager, Sheraton West Hotel, Los Angeles, California
 Garvin, J. M. '49, Personnel and Labor Relations Director, San Francisco Hilton Hotel, San Francisco, California
 Gawzner, W. P. '38, Owner, Miramar Hotel, Santa Barbara, California
 Gentner, A. W., Jr. '50, General Manager, Imperial Hotel, Portland, Oregon
 Goodnow, W. G. '56, Hotel Manager, Squaw Valley Lodge, Olympic Valley, California
 Handlery, P. R. '43, President, Handlery Hotels, San Francisco, California
 Himmelman, L. P. '33, Executive Vice President, Western International Hotels, Seattle, Washington
 Irwin, R. P. '33, Owner, La Valencia Hotel, La Jolla, California
 Keithan, J. W. '50, Vice President, Western International Hotels, Seattle, Washington
 Kemp, C. '50, Manager, Griswold's Indian Hill Inn, Claremont, California
 Kidder, B. R. '64, Co-Owner-Manager, Grant Hotel, San Francisco, California
 Knowlton, T. W. '56, Vice President and General Manager, Eureka Inn, Eureka, California
 Krakow, R. W. '48, Manager, Commodore Hotel, San Francisco, California
 Lansdowne, P. L. '50, General Manager, Secretary-Treasurer, Hotel Eugene, Eugene, Oregon
 Lee, L. H. '30, President, Lee Hotels Company, Newport Beach, California

- Lemire, J. P. '53, Manager, Design Department, Western Service and Supply Company, Western International Hotels, Seattle, Washington
- Lloyd, J. M. '44, President-General Manager, Hotel Californian, Fresno, California
- Mackensie, G. F. '58, Director, Hotel-Motel Development and Management Division, Scope Corporation, Menlo Park, California
- Mallory, K. E. '52, Vice President, Western International Hotels, Seattle, Washington
- Marshall, T. C. '52, President, Continental Pacific Hotels, San Francisco, California
- McIntyre, J. T. '52, Owner-Manager, Lake Merritt Lodge, Oakland, California
- Nelson, R. C. '57, Executive Assistant to the Vice President, Western Division, Hilton Hotel Corporation, San Francisco, California
- O'Brien, E. J. '37, General Manager, Renton Inn, Inc., Renton, Washington
- Schneider, G. A. '52, Director, Personnel and Education, Western International Hotels, Seattle, Washington
- Schultz, J. C. '65, Assistant Manager, St. Francis Hotel, San Francisco, California
- Seneker, C. J. '35, Owner-Manager, Anderson Hotel, San Luis Obispo, California
- Shively, M. V. '53, Manager-Partner, The Claridge, Oakland, California
- Smith, J. D. '50, Western Sales Manager, Hilton Hotels Corporation, Los Angeles, California
- Willard, P. N. '42, General Manager, Hotel Fresno, Fresno, California
- Wood, W. D. '31, Owner-Operator, Robles del Rio Lodge, Carmel Valley, California

Hawaii

- Benner, Miss C. L. '63, Director of Reservations, The Ilikai Hotel, Honolulu, Hawaii
- Blank, L. J. '51, Owner-General Manager, Hotel Tropic Isle, Waikiki, Oahu
- Bogar, G. W. III '59, General Manager, Sheraton Maui Hotel, Lahaina, Maui
- Butterfield, R. H., Jr. '40, General Manager, Mauna Kea Beach Hotel, Kamuela, Hawaii
- Child, W. D., Jr. '55, President, Inter-Island Resorts, Honolulu, Oahu
- Garrett P. J. '57, Manager, Orchid Isle Hotel, Hilo, Hawaii
- Guslander, L. L. '39, President, Island Holidays, Honolulu, Oahu
- Herkes, R. N. '59, Vice President and Secretary, Inter-Island Resorts, Honolulu, Oahu
- Ho, D. T. W. '64, Executive Vice President, Ilikai Hotel, Honolulu, Oahu
- Kim, D. S. '63, Food and Beverage Manager, Coco Palms Hotel, Wailua Beach, Lihue, Kauai
- Puschin, D. A. '59, Food and Beverage Manager, Kauai Surf Hotel, Kauai
- Rinker, R. N. '52, Owner, Pali Palms Hotel, Kailua, Oahu

Canada

- Blanc, H. P. '54, Director, Career Development Institute, Hilton International, Montreal, Canada
- Brown, R. F. '50, Innkeeper, Hovey Manor, North Hatley, Quebec
- Crosby, F. L. '47, Manager, Deer Lodge, Lake Louise, Alberta
- Guite, J. C. '56, Owner-Manager, La Cote Surprise, Percé, Quebec

- Olson, K. B. '52, Owner-Manager, Hotel Strathcona, Victoria, British Columbia
 Parker, C. C., Jr. '50, Controller, Hotel Bonaventure, Montreal, Quebec
 Pattison, W. B. '54, President, Delta Properties, Ltd. (Delta Hotels), Richmond, Vancouver, British Columbia
 Sharpe, J. L. '65, Resident Manager, King Edward Sheraton, Toronto, Ontario, Canada
 Tutt, W. B. '63, Executive Assistant Manager, Georgia Hotel, Vancouver, British Columbia
 Zuber, J. R. '51, Manager, Walper Hotel, Kitchener, Ontario

Latin America

- Bello, E. '64, General Manager, Hotel Cumanagoto-Cumana, Estado Sucre, Venezuela
 DoMonte, F. A. '52, Director, Monte Hotels Ltd., Recife, Pernambuco, Brazil
 DoMonte, L. L. '46, President, Monte Hotels Ltd., Recife, Pernambuco, Brazil
 Hochkoepller, A. '55, Manager, Hotel Jardin Amazonas, Cuauhtemoc, Mexico
 MacKinnon, W. H. '43, Vice President-General Manager, The Macuto Sheraton, La Guaira, Venezuela
 Purcell, H. C. '55, General Manager, Hotel Portillo, Portillo, Chile

Overseas

- Advani, V. G. '64, Director, Taj Hotel, Karachi, West Pakistan
 Aoki, S. '64, Managing Director, Sendai Central Hotel, Sendai, Japan
 Bearce, J. R. '52, Managing Director, Holiday Inn of San Juan, Puerto Rico
 Buch, D. N. '67, Management Services Director, Hotel Sonesta, Milano, Italy
 Carruth, H. L. '59, Manager, Island Beachcomber Hotel, St. Thomas, U.S. Virgin Islands
 Catsellis, A. C. '50, Managing Director, Catsellis Hotels, Ltd., Kyrenia, Cyprus
 Chandler, R. P. '56, Vice President-General Manager, Fountain Valley, Fredericksted, St. Croix, U.S. Virgin Islands
 Cretton, R. A. '59, General Manager, Diamond Roc Hotel, Martinique, West Indies
 Davies, C. V. '66, Manager, Sam Lord's Castle, Barbados, West Indies
 Demetz, A. D. '59, Manager, Hotel Alpi, Bolzano, Italy
 Deuel, R. G. '51, Resident Manager, Lucayan Beach Hotel, Freeport, Grande Bahama Island
 El-Boulaki, K. '60, Technical Manager, Grand Hotels of Egypt, Cairo, United Arab Republic
 Engelhardt, C. '42, President, General Manager, Inverurie Hotel, Paget, Bermuda
 Escarraga, O. V. '56, Manager, Karilagon Hotel Inc., Manila, Philippines
 Faiella, J. P. '38, Owner-Manager, Waterlet Inn, Southhampton, Bermuda
 Ferris, R. J. '62, General Manager, Carlton Hotel, Johannesburg, South Africa
 Foote, J. S. '64, Managing Director-General Manager, Empress Hotel, Kowloon, Hong Kong
 Furuta, K. '53, Managing Director, New Osaka Hotel, Osaka, Japan
 Gaafar, A. D. '57, Assistant Manager, Nile Hilton Hotel, Cairo, United Arab Republic
 Gamo, Y. '53, Manager, Ginza Takyu Hotel, Tokyo, Japan
 Georgiou, S. F. '65, Banquet Manager-Assistant Food and Beverage Manager, Cyprus Hilton Hotel, Nicosia, Cyprus
 Chai, R. K. '66, General Manager, Hotel Natraj, Bombay, India

- Gordon, D. J. S. '52 Owner-General Manager, Warren Lodge, Shefferton, England
- Groeneveld, F. '31, Manager, Residency Hotel, Pretoria, South Africa
- Hacohen, E. '63, Banquet Manager, Hilton Hotel, Tel Aviv, Israel
- Haleblian, A. J. '55, General Manager, Hotel Indonesia, Djakarta, Indonesia
- Hollant, J. C. '60, Comptroller, Racquet Club Hotel, Santurce, Puerto Rico
- Holmes, C. F. '56, General Manager, Manila Hilton, Manila, Philippine Islands
- Hoshino, D. A. '58, Manager, Hoshino Hotel, Karuizawa, Japan
- Hulford, H. W. '45, Managing Director, Curtain Bluff Hotel, Antigua, West Indies
- Ide, T. '57, Managing Director, Fuji Lake Hotel, Funatsu, Japan
- Iizuka, T. '60, Comptroller, Ambarrukmo Palace, Jogjakarta and Samudera Beach Hotel, Pelabuhan Ratu, Indonesia
- Iliff, B. F. '61, Operations Manager, Queen's Quarter Hotel on Peppertree Hill, Christiansted, St. Croix, U.S. Virgin Islands
- Inumaru, I. '53, Managing Director, Imperial Hotel, Tokyo, Japan
- Inumaru, J. '55, President, Shiba Park Hotel, Tokyo, Japan
- Jennings, J. '55, Vice President-General Manager, Dorado Beach Hotel, Dorado Beach, Puerto Rico
- Kanaya, T. '68, Assistant to President, Kinugawa Onsen Hotel Co. Ltd., Tokyo, Japan
- Kawawaki, T. '64, Assistant Banquet Manager, Hotel Okura, Tokyo, Japan
- Kelly, R. F. '62, Management Services Director, Balmoral Club, Nassau, Bahamas
- Khanna, R. K. '62, Assistant Manager, Claridge's Hotel, New Delhi, India
- Kobayashi, K. '57, Managing Director, Marunouchi Hotel, Tokyo, Japan
- Kohda, H. '64, Sales Representative, Hotel New Otani, Tokyo, Japan
- Krohn, J. H. '56, Owner-Operator, Fjellstolen Mountain Lodge, Reinli, Valdres, Norway
- Kusumoto, Y. '63, Assistant Manager, Takara Hotel, Tokyo, Japan
- LaFaurie, J. E. '50, Owner-Manager, Long Bay Hotel, Antigua, West Indies
- Lamba, P. S. '56, Executive Manager, Oberoi Inter-Continental, New Delhi, India
- Lim, E. H. '58, General Manager, The Singapore Hilton, Singapore
- Matysik, M. G. '62, General Manager, Malta Hilton, Island of Malta
- Mehta, J. M. '60, Resident Manager, El Conquistador Hotel & Club, Fajaro, Puerto Rico
- Michel, O. G. '31, Director, Hotel Euler, Basle, Switzerland
- Mocquard, P. J. '55, General Manager, El Mansour Hotel, Casablanca, Morocco
- Munster, R. W. '62, General Manager, Bristol Hotel Kempinski, Berlin, Germany
- Nagashima, T. '59, Banquet Sales Manager, Tokyo Hilton, Tokyo, Japan
- Odagiri, Y. '61, Front Office Manager, International Hotel Kyoto, Kyoto City, Japan
- Oppacher, H. '62, Manager, Mainz Hilton, Mainz, Germany
- Peelen, F. '64, Executive Assistant Manager, Hotel Inter-Continental, Nairobi, Kenya, East Africa
- Prevost, J. E. '62, Executive Assistant Manager, Food and Beverage, Inter-Continental Hotels, Dublin, Limerick, Cork, Ireland
- Rodriguez, Mrs. S. A. '57, Manager, Hotel Excelsior, San Juan, Puerto Rico
- Rufe, R. K. '52, Vice President, Operations, Far Eastern Division, Inter-Continental Hotels Corporation, Bangkok, Thailand
- Ruth, D. C. '66, Resident Director, Golden Head Beach Hotel, Oracabessa, Jamaica, West Indies

- Saint-Cyr, C. '64, Manager, Manoir de Beauregard, Sainte Anne, Martinique, West Indies
- Schelbert, R. '55, Manager, Hotel Schweizerhof Berlin, Berlin, West Germany
- Smith, T. M. '39, Vice President-Treasurer, Swiss Chalet Enterprises, San Juan, Puerto Rico
- Starke, R. M. '52, General Manager, Amsterdam and Rotterdam Hilton Hotels, Netherlands
- Stobie, G. J. '44, President-General Manager, Castle Harbour Hotel, Tuckers-town, Bermuda
- Stratta, A. M. '59, General Manager, Hotel Inter-Continental Lahore, Lahore, West Pakistan
- Suzuki, H. '58, Purchasing Manager, Imperial Hotel, Tokyo, Japan
- Suzuki, K. '53, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
- Takatori, H. '53, Assistant Reservation Manager, Hotel Okura, Tokyo, Japan
- Teixeira, M. E. '67, Assistant to Food and Beverage Manager, Trinidad Hilton, Trinidad, West Indies
- Tha, N. V. '62, Manager, Hotel Caravelle, Saigon, South Viet Nam
- Tinmaz, T. '58, General Manager, Beach Luxury Hotel, Karachi, West Pakistan
- Weishaupt, H. P. '64, Manager, Zurich Airport Hilton, Zurich, Switzerland
- Wevle, J. '49, General Manager, Nord-Norsk Hotell drift, Alta, Norway
- Yamaguchi, Y. A. '61, Executive Assistant Manager, Fujiya Hotel, Miyanoshita, Hakone, Japan
- Yamano, H. '59, Executive Assistant Manager, Imperial Hotel, Tokyo, Japan
- Yamazaki, G. '61, General Manager, Ambarrukmo Palace Hotel, Jogjakarta, and Samudra Beach Hotel, Pelabuhan Ratu, Indonesia
- Young, W. J. '48, General Manager-Director, Miramar Ltd. and Island Hotels Inc., Barbados, West Indies
- Zamora, M. A. '66, Assistant Manager, Zamora Hotels, Manila, Philippines
- Zeisel, T. B. '62, Executive Assistant Manager, Curacao Hilton, Willemstad, Curacao, Netherlands Antilles

MOTELS

- Amsden, B. C. '49, Manager, Holiday Inn-Rivermont, Memphis, Tennessee
- Anagnost, C. J. '65, Manager, Collegetown Motor Lodge, Ithaca, New York
- Arehart, G. L. '66, Manager, Sit n' Bull Ranch, Warrensburg, New York
- Barnes, P. D. '64, Director of Sales, Marriott Motor Hotel, Atlanta, Georgia
- Beaudry, L. L., Jr. '40, General Manager, Holiday Inn, Rolling Meadows, Illinois
- Bell, R. T., Jr. '57, General Manager, Sheraton Motor Inn, Portland, Oregon
- Bennet, T. W. '59, Vice President of Operations, Interstate Motor Hotels, Ocala, Florida
- Bergmann, W. J. '54, General Manager, Sheraton Penn Pike Motor Inn, Fort Washington, Pennsylvania
- Bersbach, J. M. '49, General Manager, Howard Johnson's Motor Lodge, Wheaton, Maryland
- Bogardus, J. R. '49, Regional Director, Holiday Inns of America, Memphis Tennessee
- Boyle, J. B. '48, General Manager, The Diplomat Motel, St. Louis, Missouri
- Brennan, D. A. '68, Innkeeper, Holiday Inn, Parkersburg, West Virginia
- Brindley, J. T. '34, Manager, Holiday Inn, Hampton, Virginia
- Brooke, J. A. '57, President, Brooke Inns Inc., Franchiser of Holiday Inns, Skokie, Illinois

- Cannon, T. L., Jr. '37, Manager, The Lord Amherst Motor Hotel, Buffalo, New York
- Carr, J. J. '50, Innkeeper, Holiday Inn, Batavia, New York
- Chu, C. C. L. '58, Assistant to the President, Bel Air Motel, St. Louis, Missouri
- Clark, E. K. '37, District Director, Holiday Inns, Charleston, South Carolina
- Coley, W. S., Jr. '51, Regional Director, Middle Atlantic Region, Howard Johnson's Motor Lodges, Washington, D. C.
- Davis, G. H. '42, Owner, Aeolus Motel, Virginia Beach, Virginia
- Decker, P. A. '54, Vice President-General Manager, Holiday Inn North, Lexington, Kentucky
- Dee, J. C. '67, General Manager, Cranford Motor Lodge, Cranford, New Jersey
- Degnan, R. P. '51, General Manager of Marketing, Quality Motels Inc., Silver Springs, Maryland
- Di Giacomo, C. W. '67, Innkeeper, Holiday Inn North, Cincinnati, Ohio
- Dunn, R. E. '48, Owner, Coquina on the Beach Motel, Sarasota, Florida
- Duffy, C. III '34, General Manager-Vice President, Neil House Motor Hotel, Columbus, Ohio
- Eicher, M. M., Jr. '60, Director, Systems and Training, Howard Johnson's Motor Lodges, Rego Park, New York
- Elsaesser, A. J. '49, General Manager, Carrousel Inn, Cincinnati, Ohio
- Ewald, K. R. '42, Owner, Bellemont Motor Hotel, Natchez, Mississippi
- Fairclough, D. A. '58, Owner-Operator, Cape Sojourn Motel, West Yarmouth, Massachusetts
- Fischer, K. B. '56, Convention Service Manager, Atlanta Marriott Motor Hotel, Atlanta, Georgia
- Forlano, A. J. '68, Innkeeper, Holiday Inn of Cincinnati-South, Fort Mitchell, Kentucky
- Grice, W. W. '53, Vice President Sales, Hotel Division, Marriott Corporation, Washington, D.C.
- Gunn, M. P. '53, Owner-Manager, Main Motel, Helena, Montana
- Hagler, A. W. '49, Innkeeper, Holiday Inn, Hattiesburg, Mississippi
- Hall, A. E. '59, Owner-Manager, Guest House Motor Inn, Chanute, Kansas; Hallmark Motor Inn, Arkansas City, Kansas
- Harned, W. H. '35, President, Holiday Inns of Greater Philadelphia, Philadelphia, Pennsylvania
- Hines, J. J. '61, Director of Sales, Marriott Twin Bridges Motor Hotel, Washington, D. C.
- James, F. M. '50, Vice President, Glacier Western Corporation (Holiday Inns), Everett, Washington
- James, R. M. '54, Vice President and Manager, Foreign Lodge Operations, Howard Johnson's Motor Lodges, Rego Park, New York
- Kamfjord, J. E. '67, Regional Manager, Winegardner & Hammons Operations Inc. (Holiday Inns), Cincinnati, Ohio
- Keating, R. M. '63, Vice President-General Manager, Jack O'Lantern Motor Resort, Woodstock, New Hampshire
- Kerbel, A. S. '56, Innkeeper, Holiday Inn East, Binghamton, New York
- Langley, J. A. '51, General Manager, Howard Johnson's Motor Lodge, Springfield, New Jersey
- Lee, W. W., Jr. '36, Executive Vice President and General Manager, Howard Johnson's Motor Lodges, New York City
- Lieberman, H. '59, Senior Vice President, Holiday Inn Division, Federated Home and Mortgage Company, State College, Pennsylvania
- Lord, J. G. '44, General Manager, Holiday Inn, City Line, Philadelphia, Pennsylvania

70 PLACEMENT SERVICE

- Machnij, G. E. '66, General Manager, Holiday Inn West, Winston-Salem, North Carolina
- McAlister, J. B. '61, Sales Director, Philadelphia Marriott Motor Hotel, Philadelphia, Pennsylvania
- McGinn, J. P. '31, Manager, Park Central Motor Hotel, Phoenix, Arizona
- McNairy, W. D. '43, Senior Vice President, Inn Operations, Inc., Topeka, Kansas
- McNamara, P. J. '35, Executive Vice President, Holiday Inns of Greater Philadelphia, Pennsylvania
- Mills, G. A. '54, General Manager, Country Squire Motel, Eugene, Oregon
- Mino, R. G. '50, Eastern Regional Director, Howard Johnson's Motor Lodges, New York City
- Molter, R. '56, General Manager, Quality Courts-Hasbrouck Heights Motel Corporation, Hasbrouck Heights, New Jersey
- Nottingham, C. D. '47, Vice President and General Manager, Finley Motels, Chapel Hill, North Carolina
- Noyes, R. S. '43, Vice President, Barshop Motel Enterprises, San Antonio, Texas
- Parmelee, H. B., Jr. '58, Director of Motel Operations, National Bowl-O-Mat Corporation, Paterson, New Jersey
- Peterson, E. J. '62, General Manager, Nautilus Motor Inn, Woods Hole, Massachusetts
- Phillips, R. W. '49, General Manager, Horne's Motor Lodges, Atlanta, Georgia
- Powell, R. T. '53, Innkeeper, Holiday Inn Northwest, San Antonio, Texas
- Price, L. A., Jr. '45, Manager, Shea's Tiki House Motel, Pensacola Beach, Florida
- Read, J. L. '38, General Manager, Fairfield Motor Inn, Fairfield, Connecticut
- Rogers, J. B. '38, Vice President and Supervising Innkeeper, Holiday Inns of America, Moorestown, New Jersey
- Roland, P. F. '49, President, Lakeside Motor Inn, Lake Placid, New York
- Rose, A. P. '53, Vice President-General Manager, Tremont Motor Inn, Cayce, South Carolina
- Ryan, M. O. '54, Vice President, Southern Division, Marriott Motor Hotels, Washington, D. C.
- Sakes, J. C. '49, General Manager, Holiday Inns, Morocco
- Seipt, R. A. '67, Innkeeper, Holiday Inn, Leominster, Massachusetts
- Smiley, M. S. '57, Supervisor, Region 4, Winegardner-Hammons Operating Company (Holiday Inns), North Syracuse, New York
- Smith, M. C. '32, President, Motor Inn Realty Corporation, King of Prussia, Pennsylvania
- Smith, W. K. '61, Vice President, Operations, Motor Inn Realty Corporation, King of Prussia, Pennsylvania
- Smith, W. R. '54, President, Your Host, Inc., Columbus, Ohio
- Souther, R. K. '53, Director, Motel Division, General Management Corporation, Des Moines, Iowa
- Squier, R. H. '57, General Manager, Motel Investment Company (Ramada Inns), Oakbrook, Illinois
- Stormont, R. M. '58, Resident Manager, Marriott Motor Hotel, Atlanta, Georgia
- Strang, D. W., Jr. '60, Vice President-General Manager, Howard Johnson's Motor Lodge, Skokie, Illinois
- Suiter, J. W. '58, Director of Sales, Marriott Motor Hotel, Key Bridge, Washington, D. C.
- Temel, W. D. '64, President, Temel Associates (Operator, Holiday Inns), Winston-Salem, North Carolina

- Temple, J. B. '38, Senior Vice President, Holiday Inns of America, Inc., Memphis, Tennessee
- Thompson, A. G. '55, Innkeeper, Holiday Inn South, Little Rock, Arkansas
- Tibbetts, J. R. '61, President, Ancient Mariner Motor Inn, York Beach, Maine
- Tiffany, B. D. '39, Innkeeper, Holiday Inn, Portland, Oregon
- Trice, D. R. '63, Director of Administration and Planning, Marriott Motor Hotels, Washington, D. C.
- Tullos, A. J., Jr. '53, Owner-Manager, Chateau Charles Motor Hotel, Lake Charles, Louisiana
- Walker, D. C. '57, Innkeeper, Holiday Inn, Springfield, Massachusetts
- Warner, A. D. '55, General Manager, Belmont Motor Hotel, Natchez, Mississippi
- Wegner, N. E. '27, Owner-Manager, Cactus Motor Lodge, Tucumcari, New Mexico
- Witteborg, A. C. '33, General Manager, Beaumont Motor Inn, Green Bay, Wisconsin
- Woods, J. R. '56, Resident Manager, Marriott Twin Bridges Motor Hotel, Arlington, Virginia
- Wright, E. T., Jr. '58, Resident Manager, Marriott Motor Hotel, Dallas, Texas

RESTAURANTS

- Allan, J. '58, Director of Restaurant Operations, Williamsburg Restoration Inc., Williamsburg, Virginia
- Allen, E. R. '63, Director of Purchasing, Red Barn Systems, Fort Lauderdale, Florida
- Allis, A. B. '64, Assistant Director, Charlie Brown's Ale & Chop House, New York City
- Alstrin, R. W. '55, Manager, Stouffer's Randolph Street Restaurant, Chicago, Illinois
- Ashley, B. C. '63, Director of Systems and Procedures Analysis, Host International, Inc., Los Angeles, California
- Baldauf, R. F. '56, Vice President, Trader Vic's Restaurants, San Francisco, California
- Baldwin, R. S. '50, Owner, Pancake Pantry, Nashville, Tennessee
- Bales, R. T. '68, Manager, The Round Restaurant, Abington, Pennsylvania
- Balter, L. A. '55, President, Garrison Estates, Bird & Bottle Inc., Garrison, New York
- Banta, G. E. '57, Manager, Howard Johnson's, Poughkeepsie, New York
- Banta, J. L. '62, Manager, Howard Johnson's Poughkeepsie, New York
- Barth, W. H. '56, Manager, Marriott Corporation, Rockville, Maryland
- Bartholomew, R. G. '41, General Manager, Davis Cafeterias, Miami, Florida
- Bates, B. M., Jr. '52, Administrator, Division of Food Operations, Macy's, New York City
- Baum, J. H. '43, President, Restaurant Associates Industries, New York City
- Becker, H. H. '62, Supervisor, Arby's Roast Beef, Washington, D. C.
- Binder, K. K. '61, Area Supervisor, Burger Chef Systems, Inc., Amarillo, Texas
- Binyon, H. O. '61, Vice President and General Manager, Binyon's Restaurant, Chicago, Illinois
- Bird, W. L. '42, Owner, Imperial Fountain Restaurant, Oakland, California
- Blackburn, D. B. '57, Owner-Manager, Altamont Inn, Millbrook, New York
- Bloomer, B. '65, Manager, The Gentleman II, Baltimore, Maryland

- Bolanis, P. G. '51, Secretary-Treasurer, Bolan's Inc., Pittsburgh, Pennsylvania
 Bolanis, W. G. '49, Vice President and Manager, Bolan's, Inc., Pittsburgh, Pennsylvania
 Bolling, H. W. '43, Secretary, Bolling's Inc., Chicago, Illinois
 Bookbinder, S. C., III '58, Vice President, Bookbinder's Sea Food House, Philadelphia, Pennsylvania
 Brandi, H. '61, President-General Manager, Philadelphia 1700 Restaurant, Philadelphia, Pennsylvania
 Brennan, J. H. '64, Manager, Marriott Hot Shoppes, Washington, D.C.
 Brigham, M. H., Jr. '60, Manager, Marriott Corporation, Wachovia Bank, Winston-Salem, North Carolina
 Brooke, D. L. '50, President, Restaurant Management Corporation, Franklin Park, Illinois
 Brown, J. F. '60, Assistant Manager, Marriott Hot Shoppes Inc., Philadelphia, Pennsylvania
 Bryant, R. P. '44, Vice President, Restaurant Division, Marriott Corporation, Washington, D. C.
 Buckley, R. M. '49, Owner, 17 West Restaurant, San Jose, California
 Bullock, J. A. '32, President, J. A. Bullock Associates (Consultants on Restaurant Operations), Hopatcong, New Jersey
 Bulloss, C. A., Jr. '57, Area Manager, Howard Johnson Company, State of Maine
 Burkhardt, A. R., Jr. '49, Partner, Burkhardt's Restaurant and Cafeteria, Shipensburg, Pennsylvania
 Callis, E. C. '42, Vice President, Restaurant Operations, Red Coach Grills, Braintree, Massachusetts
 Cantwell, R. M. '52, President, Old Mill Inn, Bernardsville, New Jersey
 Carlson, R. B. '48, Owner, The Frontier Beef Buffet, Ann Arbor, Michigan
 Carroll, W. N. '67, Manager, Crock Of Gold Restaurant, New York City
 Carvalho, P. W. '63, Manager, Specialty Restaurants, Marriott Motor Hotel, Saddle Brook, New Jersey
 Chandler, J. D. '55, Executive Vice President, Pizza Papa, St. Paul, Minnesota
 Chapin, F. D. '51, Vice President, Restaurants, International Foods Division, International Industries Inc., Los Angeles, California
 Clifton, D. E. '58, President-Manager, Mr. Bee, Inc., Somerville, New Jersey
 Cohn, J. H. '41, Owner, Jan's Restaurant, Los Angeles, California
 Collins, J. E. '51, President, Kentucky Fried Chicken, San Clemente, California
 Comisar, M. J. '57, Owner-Manager, Maisonette Restaurant, Cincinnati, Ohio
 Cook, E. D., Jr. '57, President, Associated Restaurants Inc., Indianapolis, Indiana
 Cooper, B. M. '62, Owner-Manager, The Estaminet, Burlington, Ontario, Canada
 Cooper, I. A. '57, Owner-Operator, Ye Olde Ironmaster Restaurant, Reading, Pennsylvania
 Copp, B. F. '39, Vice President, Stouffer Foods Corporation, Cleveland, Ohio
 Corbisiero, A. M. '58, General Manager, Riccardo's Restaurant, Astoria, New York
 Corbisiero, R. F. '56, Director, Riccardo's Restaurant, Astoria, New York
 Corwin, C. D. '35, General Manager, House of Beef Restaurants, Maitland, Florida
 Critchlow, R. R. '40, Corporate Director, Food Services, Allied Stores Corporation, New York City
 Crofoot, E. J. II '59, Owner, Crow's Nest Restaurant, Sacramento, California
 Davenport, H. H. '64, General Manager, Davenport Enterprises, Inc., Phoenix, Arizona

- Davis, S. K. '54, Assistant Manager, Putsch's Plaza Restaurants, Prairie Village, Kansas
- Dean, D. R. '57, Manager, Dean's Diner, Blairsville, Pennsylvania
- Dewart, B. '67, Vice President, MNORX, Inc., Ithaca, New York
- DiPasquale, V. J. '48, Divisional Restaurants Manager, Filene's, Boston, Massachusetts
- Du Mond, J. H. '67, Manager, Someplace Else Tavern (MNORX, Inc.) Ithaca, New York
- Edelblut, Mrs. J. '44, Executive Vice President, O'Donnell's Sea Grille, Washington, D. C.
- Edgerton, D. R. '51, Executive Vice President, Burger King Corporation, Miami, Florida
- Edwards, I. H. '44, Owner-Manager, Howard Johnson's, Flint, Michigan
- Egan, E. J. '43, Manager, Restaurant Department, John Wanamaker's, Philadelphia, Pennsylvania
- Eggar, M. C. W. '60, District Manager, Servomation Mathias, Liverpool, New York
- Ernest, J. F. '55, Manager, Manhattan Restaurant, Rochester, New York
- Ernst, R. C. '63, Owner, Picnic Basket & Golden Anchor, West Harwich, and West Dennis, Mississippi
- Estes, D. '43, Owner, Landfall Restaurant, Woods Hole, Massachusetts
- Fantasia, J. P. '58, Manager, Fantasia Restaurant, Cambridge, Massachusetts
- Fauerbach, G. '35, Director of Beverage Operations, Paradise Island Ltd., Nassau, Bahamas
- Ferraro, A. E. '49, Director, Pan Am Operations, Restaurant Associates Industries, New York City
- Foley, J. D. '60, Manager, Red Coach Grill, Bala Cynwyd, Pennsylvania
- Gallagher, R. '53, Manager, The Wigwam Restaurant, Indian Rocks Beach, Florida
- Garcia, M. A. '65, Assistant Manager, Las Novedades Spanish Restaurant, Tampa, Florida
- Geiger, R. '62, General Manager, Brass Rail Restaurant, Airport Motel, Pennsylvania
- George, R. W. '57, Director of Coffee Shops, A&W Food Services of Canada, Ltd., Winnipeg, Manitoba, Canada
- Goldner, L. S. '51, Owner-Manager, Singer's Restaurant, Liberty, New York
- Gram, R. W. '64, Owner, Burger Chef of Bensalem, Pennsylvania
- Graier, C. K. '53, General Manager, Charley Brown's Restaurants, Los Angeles, California
- Graves, B. H. '57, Manager, Snoqualmie Falls Lodge, Snoqualmie, Washington
- Green, W. '26, President, Myron Green Cafeterias Company, Kansas City, Missouri
- Gunzer, K. J. '53, Manager, Harbour House Restaurant, Annapolis, Maryland
- Hall, R. R. '49, President, Eddy Arnold's Tennessee Fried Chicken Inc., Nashville, Tennessee
- Hanzas, T. P. '50, Franchiser, Kentucky Fried Chicken, Dewitt, New York
- Harpin, H. A. '35, Director of Food Services, Bon Marche, Seattle, Washington
- Hart, B. M. '48, Owner-Manager, Bennie's Drive-In Restaurant, Bristol, Tennessee
- Haskell, R. S. '44, Vice President-Regional Manager, Stouffer Restaurant and Inn Division of Litton Industries, Chicago, Illinois
- Hazelwood, J., Jr. '63, Regional Director, Burger Chef, Indianapolis, Indiana
- Heilman, H. R. '39, President, Heilman's Restaurants, Inc., Ft. Lauderdale, Florida

- Heilman, R. E. '45, Owner-Manager, Beachcomber Restaurant, Clearwater Beach, Florida
- Heinrich, P. B. '63, Manager, Shakespeare Restaurant, Rochester, New York
- Hemmeter, C. B. '62, Operator, Colonel's Plantation, Beef Steak House, Christopher's Prime Rib, Tahiti by Six, Canton Puka, Honolulu, Hawaii
- Herb, H. G. '31, Manager, Stouffer Foods Corporation, Wynnewood, Pennsylvania
- Higgins, L. C. '60, Manager, Dobbs House, Inc., Columbus, Ohio
- Hitchon, L. F. '54, Manager, Howard Johnson's Restaurant, Washington, Pennsylvania
- Hoffstot, F. D. '67, Owner-Operator, Hoffstots of Oakmont, Oakmont, Pennsylvania
- Holtkamp, W. H. '49, Manager-Owner, Cayuga Inn, Trumansburg, New York
- Horn, M. L., Jr. '50, Vice President, Horn Family Restaurants, West Orange, New Jersey
- Huggins, F. A., Jr. '58, Director of Operations-Midwest, Dunkin Donuts of America, Inc., Chicago, Illinois
- Hunt, E. C. '58, General Manager, Brass Rail Restaurant, Sheraton O'Hare Motor Hotel, Rosemont, Illinois
- Iacomini, D. P. '64, Manager, Iacomini's Restaurants, Akron, Ohio
- Jung, E. A. '52, Manager, Trader Vic's, St. Louis, Missouri
- Kastner, D. E. '43, Owner-Manager, Christopher Ryder House, Chatham, Massachusetts
- Keefe, W. P. '52, Manager, Food Service, J. L. Hudson Company, Detroit, Michigan
- Keleman, M. '58, Manager-Partner, Rochelle's Restaurant, Long Beach, California
- Kilborn, P. C. '50, Executive Vice President, Host International, Inc., Los Angeles, California
- King, G. A. '49, Manager, Durgin Park Restaurant, Boston, Massachusetts
- Kirwan, R. F. '54, Co-Owner-Operator, Dick Kirwan's Bastille, New York City
- Konaka, M. '64, General Manager, Rangetsu Restaurant, Tokyo, Japan
- Kotsones, G. J. '43, Co-Owner, Athens Restaurant, Corning, New York
- Kramer, H. W. '38, Owner, Bill Kramer's Restaurant, Pittsburgh, Pennsylvania
- Lehmann, K. M. '61, General Manager, Part-Owner, Maxl's Rathskeller, White Plains, New York
- Leslie, H. D. '42, President, John Ebersole's Restaurant, White Plains, New York
- Lewis, A. M. '43, Executive Vice President, Longchamps, New York City
- Lewis, G. L. '61, Partner, Pancake Restaurants, Inc., Falmouth, Massachusetts
- Lindelov, C. H. '44, Manager, Stouffer's #2, Penn Center Plaza, Philadelphia, Pennsylvania
- Linz, M. '43, Partner, The Lobster, New York City
- Logan, P. D. '59, Customer Food Facilities Manager, J. C. Penney Company, New York City
- Lowell, E. G. '62, Food and Beverage Manager, Bird-Marriott Restaurants, San Juan International Airport, San Juan, Puerto Rico
- Mahlstedt, J. C. '56, Owner, The Speakeasy Steak House, Niagara Falls, New York
- Maksik, I. B. '59, General Manager, Terrace on the Park, Flushing Meadow Park, New York
- Mallory, G. B. '54, President, Mallory Restaurants Inc., Roslyn Heights, New York
- Marshall, C. B. '59, Assistant to President, Davenport Lunch, Harrisburg, Pennsylvania

- Matthews, W. B. '52, Manager, Restaurant Department, Morgan Guaranty Trust Company, New York City
- Maxson, L. W. '30, Merchandise Manager, Food Division, Marshall Field and Company, Chicago, Illinois
- McCartney, R. H. '60, Owner-Manager, Sylvan Hills, Ithaca, New York
- McCormick, J. W. '50, Owner, The Tiffin Restaurant, Garden City, New York
- McCormick, Mrs. O. '45, Co-Owner-Manager, Weber's Restaurant, Narberth, Pennsylvania
- McDougall, G. C. '61, Manager, Win Schuler's Restaurant, Grand Haven, Michigan
- McLallen, R. R., Jr. '58, Director of Development, Arby's, Youngstown, Ohio
- McLamore, J. W. '47, President, Burger King Corporation, Coral Gables, Florida
- Merwin, E. O. '36, Manager, Restaurant Department, Bloomingdale Brothers, New York City
- Meyer, J. A., Jr. '57, President and Owner, Coach Inn, Fort Washington, Pennsylvania
- Middlebrook, J. T. II '57, Vice President, Dutch Pantry Restaurants, Harrisburg, Pennsylvania
- Miller, W. H. '58, President, Miller's Restaurants, New York City
- Minium, R. A. '56, Restaurant Manager, Stouffer's Riverfront Inn, St. Louis, Missouri
- Moody, D. M. '51, Owner-Manager, Moody's Buffet, Detroit, Michigan
- Mook, P. G. '58, Owner, President, Mook Properties, Brandon, Florida
- Moran, H. A. '40, Owner, Henry Moran's, Syracuse, New York
- Natunen, E. O., '37, President, The William Pitt, Chatham, New Jersey
- Nesbitt, L. A. '57, Owner-Operator, Stables Steak House, Houston, Texas
- Nicholas, N. A. '57, Restaurant Manager, Stern Brothers (Allied Stores), Paramus, New Jersey
- O'Donnell, J. C. '52, President, Uncle John's & Blum's, San Francisco, California
- Oniskey, L. J. '55, Proprietor, Village Inn, Southampton, Pennsylvania
- Page, B. H. '64, General Manager, Olde Coach Inn, Nashua, New Hampshire
- Pandl, G. J. '50, Partner, Pandl's Whitefish Bay Inn, Milwaukee, Wisconsin
- Panlilio, Mrs. E. '61, Managing Director, Sulo Restaurant, Orange, Rizal, Philippines
- Pappas, C. W. '54, Co-Owner, Michael's Restaurants, Rochester, Minnesota
- Patton, J. B., Jr. '50, Manager, Marriott Corporation, Washington, D. C.
- Peters, A. S. '47, Licensee-Operator, Howard Johnson's, New Brunswick, New Jersey
- Petersen, J. H. '50, Director of Restaurant Franchising, Marriott Corporation, Washington, D. C.
- Phelan, D. D. '56, Vice President, Restaurant Division, Cara Operations, Ltd., Toronto, Ontario, Canada
- Pierce, J. S. '42, Owner-Manager, Pierce's Restaurant, Elmira Heights, New York
- Plamondon, P. H. '54, Vice President, Junior Division, Marriott Corporation, Washington, D. C.
- Plenge, E. B. '53, President, Depot Restaurants, Inc., Rochester, New York
- Pope, E. K. '33, Vice President, Pope's Cafeterias, Inc., St. Louis, Missouri
- Poulos, G. J. '41, Owner, American Beauty Restaurant, Galesburg, Illinois
- Raffel, F. B. '43, Executive Vice President, Arby's International, Youngstown, Ohio
- Rancati, A. C. '46, Pierre's Restaurant, Inc., Cleveland, Ohio
- Randall, G. M. '59, Part-Owner, Red Lion, Endicott, New York

- Ratzsch, K. A., Jr. '51, Vice President and General Manager, Karl Ratzsch's Restaurant, Milwaukee, Wisconsin
- Rauschenberger, F. J. '57, General Manager, Blum's of San Francisco, New York City
- Rector, E. P. '61, General Manager, Hosts International, Marineland, California
- Reynolds, J. B., Jr. '56, General Manager, La Tunisia, Dallas, Texas
- Richmond, F. A. '61, Owner, Francois Restaurant, Huntington Beach, California
- Ripans, A. F. '55, President, The Cross Roads Restaurant, Inc., Atlanta, Georgia
- Rockas, C. '48, Manager, Jimmy's Harborside Restaurant, Boston, Massachusetts
- Rolles, C. G. '56, Owner, Chuck's Restaurants, Honolulu, Hawaii
- Roose, T. A. '54, Southeastern Regional Director, Burger King Restaurants, Atlanta, Georgia
- Rosenberg, R. M. '59, President and Director, Dunkin Donuts, Inc., Quincy, Massachusetts
- Rosenstein, A. '43, Owner-President, Jack's Oyster House, Inc., Albany, New York
- Ross, D. B., Jr. '65, Owner, Mill House Restaurant, Red Bank, New Jersey
- Rowe, P. D., Jr. '48, Owner, Dempsey's Restaurants, Reading, Pennsylvania
- Rufe, F. A. '48, Vice President, Restaurant Associates Industries, New York City
- Russell, J. R. '53, Owner-Manager, Chez Leon, Caldwell, New Jersey
- Sack, B. M. '61, General Manager, Ho-Jo Junction Division, Howard Johnson's, New York City
- Sarkia, M. L. '64, Director of Operations, United Restaurants, Helsinki, Finland
- Sato, Y. '64, Manager, Morena Restaurant, Azabu, Tokyo
- Saurman, I. C. '38, Food Manager, Burdine's, Ft. Lauderdale, Florida
- Schneider, P. H. '53, Owner, Swiss Inn Restaurant, Elkton, Maryland
- Schneithorst, J. E. '64, Vice President, Schneithorst Restaurant Corporation, St. Louis, Missouri
- Sculos, P. S. '42, Owner-Manager-Director, The Maridor Restaurant, Framingham, Massachusetts
- Sexton, K. '51, Executive Vice President, Howard Johnson's of Florida, Miami, Florida
- Shackleford, Mrs. L. M. '53, Vice President, Burger King of Connecticut, Waterbury, Connecticut
- Shafer, H. B. '51, Food Service Director, Halle Brothers Department Store, Cleveland, Ohio
- Shanks, I. H. '53, Owner, Diamond Door Restaurant, Massena, New York
- Sherwood, J. W. '51, Restaurant Manager, Stouffer Foods, Top of the Mart, Atlanta, Georgia
- Spear, J. W. '49, Owner, Mooring Restaurant, Reston, Virginia
- Spiller, D. T. '57, Manager, Spiller's Restaurant, York Beach, Maine
- Spoleta, G. P. '65, Director of Product Development, Fairfield Farm Kitchens, Washington, D. C.
- Stampler, S. B. '64, Vice President, Stampler's Filet Mignon, Inc., New York City
- Stanczak, D. L. '67, Manager, The Brass Rail Restaurant, Sheraton Motor Inn, Urbana, Illinois
- Stevens, L. C. '65, General Manager, Arby's Franchise, Denver, Colorado

- Suarez, L. A. '59, Owner, Cafeterias Imparcial-Corona, Hospital de Maestro, Hato Rey, Puerto Rico
- Sutherland, D. L. '48, Owner, Eldorado, Nichodell Argyle Restaurants, Hollywood, California
- Tay, K. B. '62, Maxim's Restaurant, Saigon, Vietnam
- Taylor, E. J. '37, Lessee, Ranch Court Motel Restaurant, State College, Pennsylvania
- Terwilliger, E. '28, Manager, Stouffer's Smithfield Restaurant, Pittsburgh, Pennsylvania
- Theros, G. F. '57, Owner-Manager, King's Inn Lilac Lane Enterprise, Minneapolis, Minnesota
- Thomas, J. A. '57, Operations Supervisor, Mallory Restaurants (Burger King), Roslyn Heights, New York
- Tiffany, D. L. '59, President, Scotch & Sirloin Restaurants, Binghamton, New York
- Trotta, R. M. '55, Food Service Manager, L. S. Ayres Company, Indianapolis, Indiana
- Tsighis, J. J. '60, Group Director, Restaurant Associates Industries, New York City
- Tucker, D. S. '34, Senior Vice President, Host International Inc., Los Angeles, California
- Turback, M. S. '66, Owner-Manager, Turback's Old Gables Inn, Ithaca, New York
- Turgeon, F. A. '55, Vice President, Howard Johnson's Restaurants, Buffalo, New York
- Turgeon, R. A. '51, President, Howard Johnson's Restaurants, Buffalo and Rochester, New York
- Van Wagenen, G. '50, Manager, Colonnade Restaurant and Lounge Company, Eatontown, New Jersey
- Vonets, J. G. '43, Owner-Manager, Lee House Diner, Petersburg, Virginia
- Walber, J. G. '55, Vice President, Shakey's Inc., Burlingame, California
- Waldron, P. A. '35, President-Treasurer, Cos Cobber Drive-In Restaurants, Stratford, Connecticut
- Wales, L. K. '66, District Sales Manager, Dunkin Donuts of America, Quincy, Massachusetts
- Warner, D. P. '51, Division Manager, Van de Kamp's Fine Foods, Los Angeles, California
- Wayne, F. E. '49, Owner-Manager, The Holloway House, East Bloomfield, New York
- Weber, E. S., Jr., '52, President, Dutch Pantry Restaurants, Inc., Harrisburg, Pennsylvania
- Wegener, K. G. '62, Manager, Arbor Inn Restaurant, Rockville Centre, New York
- Wheeler, L. J., Sr. '38, Manager, Stouffer's "Top of the Sixes," New York City
- White, T. W. '56, Owner, White's Restaurants, Dewitt, New York
- Whitney, C. R. '53, Vice President-Operations, Burger Chef, Indianapolis, Indiana
- Wilson, R. R. '59, Manager, Ho-Ho-Kus Inn, Ho-Ho-Kus, New Jersey
- Yoken, D. A. '62, Owner-Manager, Yoken's Thar She Blows, Danvers, Massachusetts
- Zuch, D. '48, Proprietor, Keen's English Chop House, New York City

FOOD SERVICE

- Aiduk, M. C. '52, School Lunch Director, Board of Education, Niagara Falls, New York
- Andrews, D. O. '58, Operations and Planning Manager, Cardinal Vending Company, Mansfield, Ohio
- Aschwanden, R. J. '58, Area Director, ARA Services, Chicago, Illinois
- Babcock, J. L., Jr. '36, Director of Food Service, The Principia Schools, St. Louis, Missouri
- Backauskas, A. W. '62, District Manager, Saga Food Service, Pittsburgh, Pennsylvania.
- Barlow, S. C. '66, Director of Operations, Food Operations, Inc., New York City
- Batt, J. A. '43, Senior Vice President, Service Systems Corporation, Buffalo, New York
- Blair, E. N. '57, Food Service Administrator, Grandway Stores, New York City
- Cappello, L. A. '51, Division Vice President, Interstate-United Corporation, Chicago, Illinois
- Capra, C. L. '64, Cafeteria Supervisor, McDonnell Aircraft, St. Louis, Missouri
- Clarkson, T. W. '35, President, Clarkson Food Service, Inc., Buffalo, New York
- Deal, W. F. '41, Vice President, Area General Manager, ARA, Bryn Mawr, Pennsylvania
- De Gasper, E. E. '48, Food Service Director, Board of Education, Buffalo, New York
- Deignan, P. B. '62, Director of Technical Services, Chefare Inc., Pittsburgh, Pennsylvania
- Demmler, R. H. '45, General Manager, Canteen Corporation, Cincinnati, Ohio
- Denzler, A. H. '58, Regional Director, Service Systems Inc., Cleveland, Ohio
- Ditcheos, J. '53, Food Service Director, Killington Ski Area (Sherburne Corporation), Killington, Vermont
- Dreher, G. L. '67, Assistant Manager, Food Service Division, John Hancock Mutual Life Insurance Company, Boston, Massachusetts
- Eaton, W. V. '61, Director, Industrial Engineering & Research, Marriott Inflight Services, Washington, D.C.
- Eppolito, C. T. '52, Vice President, Service Systems Corporation, Buffalo, New York
- Farr, J. F. '39, Vice President, Automatic Canteen Company of America, Chicago, Illinois
- Fickett, E. C. '44, School Lunch Director, Union Free School District No. 1, Kenmore, New York
- Filsinger, M. O. '39, Vice President and Division Manager, Prophet Foods Company, Burbank, California
- Finaldi, G. C. '59, Supervisor of Operations, Food Operations Subsidiary Service Systems, Inc., Buffalo, New York
- Flickinger, R. D. '47, President, Service Systems Corporation, Buffalo, New York
- Fors, R. D., Jr. '59, Vice President, Food Operations, Inc., Buffalo, New York
- Fried, G. '39, Food Service Director, Phoenix Motorola, Inc., Phoenix, Arizona
- Gerhardt, R. A. '56, Director, Plans and Budgets, Linton's Food Services, Philadelphia, Pennsylvania
- Goodbrand, W. A. '47, President, Oly Food Services Ltd., Vancouver, British Columbia, Canada

- Haberl, F. J. '47, Manager, Food and Vending Services, The Martin Company, Denver, Colorado
- Hallbach, G. W. '49, General Manager, AA Full-Line Vending, Inc., Bridgeport, Connecticut
- Harbeck, R. T. '56, Corporate Director of Food Service, Forbes & Wallace, Springfield, Massachusetts
- Healy, R. F. '57, Director of Operations, Service Systems Corporation, Buffalo, New York
- Hilburt, J. H. '59, District Manager, Whelan Food Service, Inc., Philadelphia, Pennsylvania
- Hines, G. H. '42, Vice President and Treasurer, Blaikie, Miller & Hines, Inc., New York City
- Hitzel, J. L. '59, Supervisor of Food Service, Szabo Food Service, Western Electric, Winston-Salem, North Carolina
- Hoffmeister, C. D. '52, Division Manager, Linton's Food Services, Philadelphia, Pennsylvania
- Horowitz, P. '40, Caterer-Owner-Manager, Park Manor Caterers, Springfield, Massachusetts
- Howard, K. E. '31, Director, Bureau of School Lunches, Board of Education, Brooklyn, New York
- Hubbard, G. D. '53, Vice President-Partner, Food Management Systems Company, Los Angeles, California
- Ingraham, A. E. '51, Manager, Food Service and Vending, IBM Corporation, Boulder, Colorado
- Irey, G. M. '45, Food Service Coordinator, Store Planning Division, J. C. Penney Company, New York City
- Kayser, J. G. '44, Manager, Food Service, Eastman Kodak Company, Rochester, New York
- Kennedy, D. S. '55, Executive Vice President, Ace Foods, Inc., Milwaukee, Wisconsin
- King, R. E. '54, Regional Manager, Prophet Foods, New York City
- Kochli, R. E. '61, Director, Automatic Food Services, Marriott Corporation, Washington, D. C.
- Kosakowski, J. E. '48, Food Service Manager, The Travelers Insurance Company, Hartford, Connecticut
- Kosse, R. C. '55, Food Service Director, Grumman Aircraft, Bethpage, New York
- Krouner, D. H. '55, Superintendent, Menumat, Inc., Quincy, Massachusetts
- Lefevre, L. W. '42, Vice President, Thruway Division, Restaurant Operations, Marriott Hot Shoppes
- Mather, R. W. '48, Manager, Food Service Department, Ford Motor Company, Detroit, Michigan
- Mathias, G. D. '58, District Manager, Servomation-Mathias Company, Baltimore, Maryland
- Medevielle, J. E. '41, Director of Food Services, Board of Education, Elizabeth, New Jersey
- Merwin, R. M. '42, Chief, Food Service, USAF, Philadelphia, Pennsylvania
- Miller, W. H., Jr. '38, Executive Vice President, Servomation-Mathias Company, Baltimore, Maryland
- Montague, H. A. '34, President and Chief Executive Officer, Greyhound Food Management, Detroit, Michigan
- Mulholland, J. E. '55, Assistant Dining Service Manager, In-Plant Feeding, Illinois Bell Telephone Company, Chicago, Illinois
- Mund, C. J. '51, President, Food Operations, Inc., New York City
- Muntz, W. E. '33, Supervisor, School Cafeterias, San Francisco, California

- Namack, J. M. '58, Area Supervisor, Blaikie, Miller & Hines, New York City
- Nordberg, N. L. '55, President and General Manager, Nordberg's Caterers, Inc., Reading, Massachusetts
- Nothhelfer, J. O. '63, Director of Operations, Food Operations, Inc., New York City
- O'Brien, R. W., Jr. '49, General Manager, Canteen Company of America, Buffalo, New York
- O'Rourke, J. C. '32, Vice President, Blaikie, Miller & Hines, Inc., New York City
- Pajeski, S. J. '57, Assistant Food Service Manager, Eastman Kodak Company, Rochester, New York
- Pedersen, O. W. '52, Director of Auxiliary Services, Scottsdale Public Schools, Phoenix, Arizona
- Petzing, J. E. '55, Vice President, Macke Inc., Cheverly, Maryland
- Phelps, S. N. '39, Manager, Dining, Sleeping, and Parlor Car Service, Pennsylvania Railroad, Long Island City, New York
- Poulson, R. C. '58, Food Supervisor, Army & Air Force Exchange Service, Okinawa Regional Exchange, Okinawa
- Reas, J. R. '50, Food Service Manager, Lederle Labs, Pearl River, New York
- Reed, R. O. '53, Director of School Lunches, Corning, New York
- Remele, R. E. '59, President, National Food Facilities, Washington, D. C.
- Runk, W. A., Jr. '51, Food Service Specialist, Goren Foods Company, Boston, Massachusetts
- Sabella, K. J. '50, Executive Vice President, Eastern Food Services, Inc., Stamford, Connecticut
- St. George, E. J. '49, Director, Nationwide Food Service, General Electric, Electronics Park, Syracuse, New York
- Saunders, H. E., Jr. '45, General Manager, Canteen Corporation, Kansas City, Missouri
- Shelton, J. D. '34, Division Sales Manager, Prophet Food Company, New York City
- Simon, J. P., Jr. '55, Vice President, ARA Service, Detroit, Michigan
- Sisley, P. L. T. '58, Director of Operations, Food Operations, Inc., Holden, Massachusetts
- Slocum, W. H. '34, School Lunch Program Director, Lanigan School, Fulton, New York
- Smoots, R. D. '57, Director of Food Services, Stuckey's Division, Pet, Inc., Eastman, Georgia
- Snowdon, C. C. '33, Director of Research & Standards, ARA Service, Philadelphia, Pennsylvania
- Spencer, F. C. '43, Dining Service Manager, New Jersey Bell Telephone Company, Newark, New Jersey
- Stanway, C. R. '49, Vice President-General Manager, Stouffer's Management Food Systems, Cleveland, Ohio
- Starke, R. P. '52, President, Food Operations, Inc., Buffalo, New York
- Starnes, H. L. '60, Program Manager, Headquarters Cafeterias, IBM Corporation, White Plains, New York
- Taylor, R. B. '43, Food Service Manager, Sunbeam Corporation, Chicago, Illinois
- Thering, H. E. '54, Director of Food Service, Delco Remy Division of General Motors, Anderson, Indiana
- Towner, J. R. '43, Food Service Manager, IBM Corporate Headquarters, Armonk, New York
- Triebel, A. R. '55, Central District Manager, Food Service Division, Uncle Ben's Inc., Houston, Texas

- Wadle, C. J. '68, Partner, Hunter Vending, Washington, D. C.
 Whiteman, K. I. '41, Cafeteria Supervisor, Photo Products Plant, E. I. du Pont de Nemours, Parlin, New Jersey
 Wladis, A. N. '39, Regional Manager, Interstate United Corporation, Buffalo, New York
 Woodworth, R. M. '57, Director, Food and Housing, University City Studios, Hollywood, California
 Wright, B. B. '57, Director of Food Service, Saga Administrative Division, Menlo Park, California
 Yochum, P. T. '48, President, Servomation-Mathias, Inc., Baltimore, Maryland
 Zimmermann, S. A. '53, Manager, Food Services, Radio Corporation of America, Missile Electronics and Control Department, Burlington, Massachusetts

CLUBS

- Adams, R. M. '50, Manager, Princeton Club of New York, New York City
 Adams, S. W. '66, Manager, Tantallow Country Club, Washington, D. C.
 Amend, A. A. '56, Manager, Indian Harbor Yacht Club, Greenwich, Connecticut
 Antil, F. H. '55, Director of Training and Management Development, Playboy Clubs International, Chicago, Illinois
 Arnold, D. C. '52, General Manager, Berry Hills Country Club, Charleston, West Virginia
 Ashworth, F. O., Jr. '41, Manager, Mohawk Club, Schenectady, New York
 Berrington, W. R., Jr. '64, Manager, Lakewood Country Club, Cleveland, Ohio
 Blair, R. C. '50, Manager, Navesink Country Club, Middletown, New Jersey
 Blasko, P. J. '41, General Manager, Country Club of Wilmington, Wilmington, Delaware
 Booth, D. '53, Manager, Commissioned Officers Club, United States Naval Station, Newport, Rhode Island
 Buescher, W., Jr. '35, General Manager, Merchants and Manufacturers Club, Chicago, Illinois
 Burger, R. A. '48, Manager, Engineers Club, New York City
 Byer, A. J. '54, General Manager, Leewood Golf Club, Eastchester, New York
 Casey, B. M. '49, General Manager, Blue Mound Golf and Country Club, Wauwatosa, Wisconsin
 Coe, D. M. '62, Open Mess Manager, U.S. Naval Station, San Juan, Puerto Rico
 Converse, F. L. '54, Manager, Battle Creek Country Club, Battle Creek, Michigan
 Coulson, C. L. '56, Manager, Harvard University Faculty Club, Cambridge, Massachusetts
 Craig, C. G. '36, Executive Director, Beacon Hill Club, Summit, New Jersey
 Daglian, A. '57, General Manager, Cornell Club, New York City
 Dodge, J. B. '57, Manager, Country Club of Florida and Ocean Club of Florida, Delray Beach, Florida (winter)
 Dunn, W. P., II '51, President, West Orange Riding Club, West Orange, New Jersey
 Durgie, R. B. '62, General Manager, Larchmont Yacht Club, Larchmont, New York
 Edginton, R. H. '57, General Manager, Ridgeway Country Club, White Plains, New York

- Edwards, R. '45, Club Specialist, United States Navy Ships Store Office, Brooklyn, New York
- Elvins, W. T. '58, Club General Manager, Laguna Niguel Corporation, Laguna, California
- Farrar, W. E. '50, Manager, Maple Bluff Country Club, Madison, Wisconsin
- Felshow, E. R. '52, Manager, Jupiter Island Club, Hobe Sound, Florida
- Frederick, P. C. '47, Manager, The Chicago Club, Chicago, Illinois
- Fulop, N. I. '58, Manager, Quadrangle Club, Chicago, Illinois
- Furst, H. M. '65, Assistant Manager, Royal Canadian Yacht Club, Toronto, Ontario, Canada
- Garwood, W. G. '48, Manager, Toledo Club, Toledo, Ohio
- Giberti, J. R. '64, Assistant Manager, Weston Golf Club, Weston, Massachusetts
- Girmonde, J. R. '58, Manager, Twin Ponds Golf Association, Inc., New York
- Grout, J. L., Jr. '64, Manager, Lake Hickory Country Club, Hickory, North Carolina
- Haynes, C. E. '44, Manager, Detroit Golf Club, Detroit, Michigan
- Hecht, L. L. '49, Manager, Spring Lake Club, Spring Lake, Michigan
- Hedlund, D. V. '67, Manager, Mohawk Golf Club, Tiffin, Ohio
- Hollister, F. H. '32, Manager, Scarsdale Golf Club, Hartsdale, New York
- Huber, H. L. '39, Manager, Westwood Country Club, Buffalo, New York
- Huggard, A. R. '56, Manager, The Farms Country Club, Wallingford, Connecticut
- Kelly, D. M. '63, Manager, Ravisloe Country Club, Homewood, Illinois
- Knipe, J. R. '31, Manager, The Springhaven Club, Wallingford, Pennsylvania
- Lamond, W. W. '38, General Manager, Westmoreland Country Club, Export, Pennsylvania
- Landmark, R. M. '51, General Manager, Craig Hill Country Club, Brockport, New York
- Livingood, E. F. '55, Manager, Arcola Country Club, Paramus, New Jersey
- Lockwood, L. C. '47, Manager, Essex County Country Club, West Orange, New Jersey
- Lucha, A. M. '35, General Manager, American Club of Tokyo, Tokyo, Japan
- Lyons, E. W. '38, Executive Director, Club Managers Association of America, Washington, D. C.
- Masterson, D. H. '52, Manager, Boca Rio Golf Club, Boca Raton, Florida
- Meyer, W. J. '58, Manager, Seminole Golf Club, Juno, Florida
- Miller, S. G. '66, Manager, The Faculty Club, University of Rochester, Rochester, New York
- Montague, O. E. '41, General Manager, Springfield Country Club, Springfield, Ohio
- Moon, H. V. '30, Manager, Charlotte Country Club, Charlotte, North Carolina
- Morrison, W. B. '36, Manager, MIT Faculty Club, Cambridge, Massachusetts
- Niel, R. M., Jr. '48, Manager, Princess Anne Country Club, Virginia Beach, Virginia
- Osborne, C. W., Jr. '51, Manager, Alumnae House, Vassar College, Poughkeepsie, New York
- Parkinson, F. '43, Manager, Glen Flora Country Club, Waukegan, Illinois
- Pearce, J. D. '52, Manager, Rainier Club, Seattle, Washington
- Pearce, J. W., Jr. '39, Manager, New Seabury Country Club, Cape Cod, Massachusetts
- Penn, J. N. '49, Assistant Secretary-Manager, Union League Club, New York City
- Peterson, W. L. '46, General Manager, Tecumseh Country Club, Tecumseh, Michigan

- Protos, C. M. '62, Manager, Bethlehem Steel Club, Hellertown, Pennsylvania
- Reifschneider, R. '60, General Manager, Aspetuck Valley Country Club, Weston, Connecticut
- Reyelt, H. G. '39, Owner-Manager, Beach and Tennis Club, New Rochelle, New York
- Reynolds, J. M. '58, Manager, Indian Kettles Club, Hague, New York
- Rios, E. '58, General Manager, Bankers Club, Hato Rey, Puerto Rico
- Ripper, D. H. '40, General Manager, Detroit Club, Detroit, Michigan
- Rockey, J. A. '39, Manager, Shuttle Meadow Country Club, New Britain, Connecticut
- Rohde, R. K. '51, Manager, Faculty Club, Ohio State University, Columbus, Ohio
- Rorke, W. S. '51, General Manager, Seattle Tennis Club, Seattle, Washington
- Ross, A. H. '64, Assistant Manager, Glencoe Club, Calgary, Alberta, Canada
- Ross, R. S. '51, Manager, Piping Rock Club, Locust Valley, New York
- Saltsman, T. R. '63, Manager, Jamaica Playboy Club, Jamaica, West Indies
- Satterthwait, W. J., Jr. '51, Manager, Buffalo Club, Buffalo, New York
- Schlingmann, C. F. III '61, Manager, Lehigh Country Club, Allentown, Pennsylvania
- Seely, R. '41, General Manager, Harvard Club of Boston, Boston, Massachusetts
- Shaner, F. E. '50, Manager-Assistant Secretary, Broad Street Club, Inc., New York City
- Shissias, G. G. '57, Manager, Forest Lake Club, Columbia, South Carolina
- Slack, J. L. '26, General Manager, Mount Kisco Country Club, Mount Kisco, New York
- Smith, W. E. '55, Manager, Apawamis Club, Rye, New York
- Sochacki, J. L. '62, Executive Assistant Manager, Columbia Club, Indianapolis, Indiana
- Stover, F. T. '65, Manager, Erie Club, Erie, Pennsylvania
- Ten Broeck, D. L. '37, Manager, Yorick Club, Lowell, Massachusetts
- Terhune, D. L. '52, Manager, Gainesville Golf and Country Club, Gainesville, Florida
- Thomas, F. J. '49, Manager, Saucon Valley Country Club, Bethlehem, Pennsylvania
- Tower, H. E. '47, Manager, University Club, Syracuse, New York
- Travis, W. '42, General Manager, Yale Club, New York City
- Vignaux, G. J. '66, Manager, Glen Hollow Country Club, Greenwich, Connecticut
- Wallace, C. C. '49, Manager, Wellesley College Club, Wellesley, Massachusetts
- Walsh, J. A., Jr. '58, Manager, Birmingham Athletic Club, Birmingham, Michigan
- Walsh, T. C. '52, Executive Assistant Manager, New York Athletic Club, New York City
- Wannop, H. W. '42, Food and Beverage Manager, Lake Placid Club, Lake Placid, New York
- Wannop, J. W. '42, General Manager, Wianno Club, Wianno, Massachusetts
- Waring, W. G. '60, General Manager, Aronimink Golf Club, Newton Square, Pennsylvania
- Watts, R. D. '56, General Manager, Houston Club, Houston, Texas
- Whitted, S. S. '67, Assistant Manager, Officers Club, Fort Monmouth, New Jersey

HOSPITALS

- Adams, D. J. '55, Assistant Administrator, New Rochelle Hospital, New Rochelle, New York
- Ainslie, N. J. '57, Director, Dietary Services, St. Luke's Medical Center, Sioux City, Iowa
- Alsedek, A. E. '56, District Manager, ARA Hospital Food Management, Palatine, Illinois
- Badger, C. R. E. '49, Assistant Administrator, St. Thomas Hospital, Akron, Ohio
- Beyer, C. E. '60, Food Service Director, ARA Hospital Food Management, St. Elizabeth Hospital, Lincoln, Nebraska
- Bowen, O. M. '40, Administrator, Allentown Hospital, Allentown, Pennsylvania
- Bracco, G. A. '60, District Manager, ARA Hospital Food Management, Boston, Massachusetts
- Brannon, J. F. '61, Director of Operations, Hospital Dietary Service Inc., Detroit, Michigan
- Brown, Miss C. E. '66, Assistant Food Service Director, Marriott Corporation, Alexandria, Virginia
- Calvert, D. '51, Director, Food Services and Housekeeping, Columbia Presbyterian Medical Center, New York City
- Card, H. F. '54, Assistant Administrator, Supporting Services, Mount Sinai Medical Center, New York City
- Cleary, E. J. '40, Food Service Manager, United Food Management Service, Auburn Memorial Hospital, Auburn, New York
- Colbert, F. A. '48, Food Service Director, Overlook Hospital, Summit, New Jersey
- Colby, J. W. '48, Administrator, St. Luke's Memorial Hospital, Spokane, Washington
- Cummings, R. E. '40, Administrator, J. C. Blair Memorial Hospital, Huntingdon, Pennsylvania
- Dalla, F. C. '49, Director of Auxiliary Services, Jefferson Medical Center, Philadelphia, Pennsylvania
- Douglass, C. R. '32, Executive Assistant, District of Columbia General Hospital, Washington, D. C.
- Ferris, E. '64, Director of Food Services, Greenville Hospital System, Greenville, South Carolina
- Feuquay, D. E. '57, Director of Food Service, Hospital of the University of Pennsylvania, Philadelphia, Pennsylvania
- Finlayson, R. L. '58, Assistant Administrator, Waterbury Hospital, Waterbury, Connecticut
- Fread, R. G. '58, Director of Food Service, Maimonides Hospital, Brooklyn, New York
- Geggis, W. L. '63, District Manager, ARA Hospital Food Management, Richmond, Virginia
- Gibbons, H. C. '55, Director of Dietary Services, The Christ Hospital, Cincinnati, Ohio
- Haden, H. W. '56, Administrator, Tobey Hospital, Wareham, Massachusetts
- Hanly, J. K. '62, Administrator, B. S. Pollak Hospital, Jersey City, New Jersey
- Hansen, R. D. '60, Assistant Administrator, Scripps Memorial Hospital, La Jolla, California
- Havice, A. J. '58, Vice President, Hospital Health Care Marketing, Ogden Foods, Inc., Toledo, Ohio
- Hoebel, P. A. '63, Operating Supervisor, Hospitals and Nursing Homes, Service Systems, Inc., Buffalo, New York

- Jack, R. L. '55, District Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Johnson, W. C. '44, Executive Director, Hospital Association of Rhode Island, Providence, Rhode Island
- Johnson, W. H., Jr. '59, Vice President and General Manager, ARA Hospital Food Management, Philadelphia, Pennsylvania
- Keeney, J. C. '49, Comptroller, Munroe Memorial Hospital, Ocala, Florida
- Kimball, M. C. '54, Assistant Administrator for General Services, White Plains Hospital, White Plains, New York
- Kincade, D. A. '49, Administrator, Memorial Hospital, Burlington, Wisconsin
- Knapp, G. T. '59, Area Manager, Hospital Dietary Department, Marriott Corporation, Washington, D. C.
- Lamb, R. A. '62, District Supervisor, ARA Hospital Food Management, San Francisco, California
- Littlefield, N. D. '32, Housekeeping Supervisor, Baltimore City Hospital, Baltimore, Maryland
- Ludewig, V. F. '34, Administrator, George Washington University Clinical Center, Washington, D. C.
- Madel, R. P., Jr. '52, Administrator, Lake Shore Inn Nursing Home, Waseca, Minnesota
- Marcham, A. '58, Assistant Administrator, Emma Pendleton Bradley Hospital, Riverside, Rhode Island
- McCarthy, F. J., Jr. '61, Affiliation Administrator, Maimonides Medical Center, Brooklyn, New York
- Meehan, J. F. '51, Food Service Director, St. John's Hospital, Grosse Pointe, Michigan
- Menas, A. N. '65, Food Service Manager, Scripps Memorial Hospital, La Jolla, California
- Morgan, R. J. '59, Food Service Director, Interstate United-Cease, Upstate Medical Center, Syracuse, New York
- Myers, W. W. '48, Director of Food Service, Buffalo General Hospital, Buffalo, New York
- Newell, W. T. '54, Assistant Director, Yale New Haven Hospital, New Haven, Connecticut
- Newton, R. R. '59, District Manager, ARA Hospital Food Management, Inc., Pennsauken, New Jersey
- Olson, J. S. '58, District Manager, ARA Hospital Food Management, Atlanta, Georgia
- Oswald, C. A. III '59, Administrative Assistant, University of Chicago Hospitals, Chicago, Illinois
- Pike, W. B. '59, Food Service Director, The Springfield Hospital, ARA Hospital Food Management, Springfield, Massachusetts
- Ragle, P. R. '60, Assistant Hospital Administrator, Maricopa County General Hospital, Phoenix, Arizona
- Raymond, R. L. '47, Food Service Director, ARA, General Hospital, Indianapolis, Indiana
- Reiman, P. K. '45, Associate Director, Maine Medical Center, Portland, Maine
- Richman, E. L. '47, Associate Director, Bernstein Institute, Beth Israel Medical Center, New York City
- Rogers, C. T. '55, District Manager, ARA Hospital Food Management, Wellesley, Massachusetts
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- Sabbag, G. J. '58, Executive Director, Parker Hill Medical Center, Boston, Massachusetts

- Smith, D. L., Jr. '61, Food Service Director, Thomas Memorial Hospital, ARA Hospital Food Management, Inc., Charleston, West Virginia
- Smith, J. L. '48, Chief, Hospital Care & Rehabilitation, U.S. Public Health Service Division, Medical Care Administration, Arlington, Virginia
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- Sweeney, R. H. '53, Administrator, Alfred I. du Pont Institute, Wilmington, Delaware
- Thelander, T. A. III '58, Professional Services Manager, Dietary Products-American Hospital Supply, Evanston, Illinois
- Thompson, C. R. '53, Assistant Administrator, Temple University Medical Center, Philadelphia, Pennsylvania
- Thompson, R. H. '47, Food Service Director, George Washington University Hospital, Washington, D. C.
- Vanderslice, J. A. '43, Director, Manpower Utilization, ARA Hospital Food Management, Inc., Philadelphia, Pennsylvania
- Vanderwarker, R. D. '33, President, Memorial Sloan-Kettering Cancer Center, New York City
- Vaughan, J. S. '60, Regional General Manager, ARA Hospital Food Management, Inc., Pennsauken, New Jersey
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- Wheatley, T. J. '60, Assistant Administrator, St. Mary's Hospital, Troy, New York
- Wheeler, K. E. '64, Associate Planning Coordinator, Medical Center Affairs, Northwestern University, Evanston, Illinois
- Whelan, T. E. '52, President-Owner, Whelan Hospital Food Service Inc., Philadelphia, Pennsylvania
- Williams, G. C. '52, Assistant Director, Miami Valley Hospital, Dayton, Ohio
- Zembruski, L. M. '51, Food Service Manager, West Suburban Hospital, Oak Park, Illinois
- Zielinski, J. W. '65, Assistant Director, Marriott Corporation, Georgetown Hospital, Washington, D. C.

COLLEGES AND UNIVERSITIES

- Allan, R. '56, Manager, Residence Halls, Department of Housing and Food Service, Penn State University, University Park, Pennsylvania
- Andrae, R. '42, Associate Director, Auxiliary Services, Northern Illinois University, DeKalb, Illinois
- Antippa, D. A. '64, Manager, The Illini Tower of Student Inns, Inc., Champaign, Illinois
- Baugh, W. J. '62, Manager, ARA Slater, Drew University, Madison, New Jersey
- Begin, D. F. '59, District Manager, Saga Food Service, Skaneateles, New York
- Benner, D. F. '59, Vice President of Management Services, Allen Brothers and O'Hara, Inc., Memphis, Tennessee
- Bernhard, R. B. '62, Assistant Manager of Food Services, University of Tennessee, Knoxville, Tennessee
- Berninger, O. A. '58, Assistant Director, Department of Dining Halls, Duke University, Durham, North Carolina
- Bickert, D. G. '51, Assistant Business Manager, New York University, New York City

- Birchfield, J. C. '57, Director of Food Service, University of Tennessee, Knoxville, Tennessee
- Bohrman, J. W., Jr. '41, General Manager, Peter Weyburn Hall, Weyburn & Tiverton, Los Angeles, California
- Bollman, C. F. '41, Purchasing Agent, University of Illinois, Chicago, Illinois
- Borsari, W. E. '63, Director of University Enterprises, University of California, La Jolla, California
- Bower, P. O. '66, Assistant Director of Housing, West Virginia University, Morgantown, West Virginia
- Bradley, M. J. '60, Assistant Director, Housing, Indiana State University, Terre Haute, Indiana
- Brenner, J. R. '64, Project Manager, Columbia University, New York City
- Buck, S. K. '57, Assistant Manager, Division of Physical Plants, Yale University, New Haven, Connecticut
- Butler, R. '50, Dietitian, Residential Halls, Iowa State University, Ames, Iowa
- Callahan, J. M. '59, District Manager, ARA Slater Schools & Colleges, University of California, Davis, California
- Carey, F. S. '66, Dining Management Supervisor, Housing and Dining Services, Cornell University, Ithaca, New York
- Carr, C. H., Jr. '49, President, College Management Enterprises, Inc., St. Joseph College, Jensen Beach, Florida
- Chand, D. K. '65, Food Service Manager, Carlton University, Saga Food Service, Ottawa, Canada
- Cleveland, N. C., Jr. '57, Director, Food Services, Brown University, Providence, Rhode Island
- Cobb, G. H. '41, Food Service Director, Eastern Michigan University Union, Ypsilanti, Michigan
- Cope, H. C. '41, Vice President of Business Affairs, Earlham College, Richmond, Indiana
- Cousins, J. A. '50, Personnel Services Director, Saga Administrative Corporation, Menlo Park, California
- Cummings, N. J. '37, Treasurer, Marietta College, Marietta, Ohio
- Davis, W. N. '31, Director of Plant Housing and Food Operations, Brown University, Providence, Rhode Island
- Dean, H. H., Jr. '56, Director, Residence Halls Housekeeping, Ohio University, Athens, Ohio
- Dobie, A. R. '56, Director, University Dining Halls, Yale University, New Haven, Connecticut
- Dohrman, S. K. '61, Director of Food Services, University of Rochester, Rochester, New York
- Drake, R. L. '65, Food Service Manager, Saga Food Service, Bryn Mawr, Pennsylvania
- Dylla, H. F., Jr. '47, Vice President, School and College Services, ARA Service, Philadelphia, Pennsylvania
- Earl, J. B. '56, Director and Coordinator of Food Service, Drexel Institute of Technology, Philadelphia, Pennsylvania
- Fanning, D. J. '48, Assistant Director for Finance, University of Rochester Medical Center, Rochester, New York
- Free, F. J. '63, Director, Food Service, New York State College, Oneonta, New York
- Gackenbach, L. H. '55, Supervising Manager, MW Wood Food Service Inc., Allentown, Pennsylvania
- Gibson, A. W., Jr. '42, Assistant Manager, Allen & O'Hara, Inc., Memphis, Tennessee

- Gill, R. E. '65, Manager, Saga Food Service, Wesleyan University, Middletown, Connecticut
- Glaser, C. L. '55, Food Service Manager, Men's Complex, University of Puget Sound, Tacoma, Washington
- Grinnan, W. T. '58, Director, Campus Center, University of Massachusetts, Amherst, Massachusetts
- Grinstead, P. W. '57, Budget Director, Saga Food Service, Menlo Park, California
- Hannum, P. C. '33, Campus Business Manager, University of California, Los Angeles, California
- Harrington, R. C. '50, Food Service Director, Student Union and Faculty Club, Stanford University, Stanford, California
- Hazeltine, K. A. '55, Director of Dining Services, University of Pennsylvania, Philadelphia, Pennsylvania
- Hill, N. D. '58, Manager, Presidential Court Building, University of Tennessee, Knoxville, Tennessee
- Hodges, R. C. '35, Director, Auxiliary Enterprises, Northern Michigan University, Marquette, Michigan
- Hort, R. '55, Vice President, Sales and Development, Szabo Food Service, Inc., Lyons, Illinois
- House, D. C. '50, Assistant Treasurer, Cornell University; Fiscal Officer, Medical College, New York City
- Hurlburt, C. G., Jr. '53, Director, Food Service Department, Harvard University, Cambridge, Massachusetts
- Jacobs, D. M. '55, District Manager, Mid-Atlantic Region, School and College Services, ARA Service, Potomac, Maryland
- Jaeger, A. A. '62, Food Service Manager, University of Tennessee, Knoxville, Tennessee
- Jones, R. A. '54, Director, Adirondack Conference Centers, Syracuse University, Syracuse, New York
- Kersey, R. L. '49, Director of Auxiliary Enterprises, University of Nevada, Reno, Nevada
- Ketterer, V. M. '37, District Manager, Saga Food Service, East Orange, New Jersey
- King, H. P., Jr. '47, Director of Dining Halls, Virginia Polytechnic Institute, Blacksburg, Virginia
- Koosman, C. S. '60, Executive Vice President, University Inns, Inc., Houston, Texas
- Kurz, G. W. '64, Food Service Manager, Yale University, Department of Dining Halls, New Haven, Connecticut
- LaBarre, K. A. '54, District Manager, ARA Slater, School & College Services, Atlanta, Georgia
- Langknecht, H. L. '53, Director of Purchasing, ARA School & College Services, Philadelphia, Pennsylvania
- Laube, W. C. '55, Purchasing Manager, Saga Food Service, Menlo Park, California
- Ledder, R. E. '48, Director, Food Operations, University of Minnesota, Minneapolis, Minnesota
- Lloyd, D. E. '48, Vice President for Business Affairs, Worcester Polytechnic Institute, Worcester, Massachusetts
- Lo Bello, L. V. '56, Business Manager-Assistant Treasurer, Alderson-Broadbent College, Philippi, Pullman, Washington
- Mackimmie, A. A. '61, Housing Manager, Washington State University, Pullman, Washington

- McCarthy, C. E. J. '56, Food Service Manager, Kresge Hall, Harvard Business School, Boston, Massachusetts
- Miller, H. A. '48, Regional Operations Analyst, ARA Slater School & College Services, Dallas, Texas
- Minah, T. W. '32, Director, Dining Halls, Duke University, Durham, North Carolina
- Muser, W. E. '53, Operations Supervisor, Rutgers State University, New Brunswick, New Jersey
- Newell, J. T., Jr. '45, Director of Housing and Feeding, San Francisco State College, San Francisco, California
- Nolan, M. A. '65, Manager, Food Service, Student Union Food Services, University of California, Davis, California
- Norden, W. C. '52, Director, Student Union and Activities, Eastern Montana College of Education, Billings, Montana
- Parmelee, R. O. '35, Food Supervisor, University of Michigan League, Ann Arbor, Michigan
- Partridge, H. R. '40, Business Manager, Florida A & M University, Tallahassee, Florida
- Payne, P. R. '51, District Manager, ARA Slater School & College Services, Mayaguez, Puerto Rico
- Pearson, F. A. '48, Associate Director of the Budget, Cornell University, Ithaca, New York
- Post, J. D. '52, Business Manager-Treasurer, The Putney School, Putney, Vermont
- Price, E. T. '47, General Manager, Highland Towers, Allen Brothers & O'Hara, Memphis, Tennessee
- Ramsey, E. W. '37, Food Administration Director, Tuskegee Institute, Tuskegee, Alabama
- Raynor, H. W. '56, Food Service Director, Russell Sage College, Troy, New York
- Ridley, E. T. '65, Food Service Manager, University of Delaware, Newark, Delaware
- Root, T. P. '58, Director of Dorms and Food Service, Princeton University, Princeton, New Jersey
- Ryon, S. R. '47, Manager, Dining Services, Cornell University, Ithaca, New York
- Scott, H. D. '59, Assistant Director, Administrative Services, University of Rochester, Rochester, New York
- Shaw, L. J. '48, Food Service Manager, State University Teachers College, Fredonia, New York
- Shaw, M. R. '34, Director of Housing and Dining Services and Assistant University Controller, Cornell University, Ithaca, New York
- Sibal, W. J. '64, Manager, Sproul Residence Hall, U.C.L.A., Los Angeles, California
- Smith, G. D. '62, Assistant Director of Food Service, Ohio University, Athens, Ohio
- Snyder, K. S. '48, Director, Auxiliary Services, University of Hawaii, Honolulu, Hawaii
- Strohkorb, A. W. '51, Director of Housing, University of Illinois, Champaign, Illinois
- Swift, E. H. '55, Executive Vice President, Scope Corporation, Menlo Park, California
- Tarbutton, D. W. '58, Director, College Food Service, State University College, Oswego, New York

- Tewey, J. F. '49, Assistant Director, Housing & Dining, Cornell University, Ithaca, New York
- Tipton, W. D. '58, Director of Dining Service, ARA Slater, University of California, Davis, California
- Tirado, A. T. '60, Manager, James E. Oglethorpe House, Athena, Georgia
- Vail, B. D. '65, Manager, Saga Food Service, University of Vermont, Burlington, Vermont
- Vandersteun, P. '62, Manager, Norton Food Service, State University of New York, Buffalo, New York
- Vincent, A. B., Jr. '61, Catering Manager, Princeton University Food Service, Princeton, New Jersey
- Vlahakis, G. S. '52, Assistant Director, Dining Service, ARA Slater School & College Services, Wake Forest University, Winston-Salem, North Carolina
- Walcott, B. H. '58, Assistant Purchasing Agent, Harvard University, Cambridge, Massachusetts
- Walker, R. C. '43, Food Service Manager and Supervisory Teacher, San Mateo Junior College, Redwood City, California
- Weissbecker, F. J. '46, Assistant Director, Food Services, Harvard University, Cambridge, Massachusetts
- Wentz, W. J. '58, Manager, Western North Carolina District, ARA Slater, Winston-Salem, North Carolina
- Whiting, E. A. '29, Director, University Unions, Willard Straight Hall, Cornell University, Ithaca, New York
- Willis, F. S. '50, Director of Food Services, Marshall University, Huntington, West Virginia
- Winkelman, G. W. '51, Dining Service Director, Simpson College, Indianola, Iowa
- Woodruff, D. R. '60, Assistant Director, Dining Halls, Williams College, Williamstown, Massachusetts
- Zellmer, J. R. '43, Food Service Director, Ohio State University, Columbus, Ohio

AIRLINES

- Buehler, D. H. '60, Manager, Dining Service, Trans World Airlines, New York City
- Burger, K. R., Jr. '58, Manager, Airline Quality Control, Skychefs, New York City
- D'Agostino, A. R. '56, Director, Dining and Commissary, Trans World Airlines, New York City
- Droz, A. W. '40, Superintendent of Food and Beverage, South America, Pan Am World Airways, Miami, Florida
- Frank, L., Jr. '57, Manager, Research and Project Development, Airline Catering, Dobbs House, Inc., Memphis, Tennessee
- Freeman, R. A. '63, Flight Service Supervisor, Pan American World Airways, San Francisco Airport, California
- Frees, D. M. '48, Assistant to Commissary Manager, Pan American World Airways, International Airport, San Francisco, California
- Gibson, P. B. '43, Director of Management Training, Sky Chefs, Inc., New York City
- Gopaul, M. V. '66, Schedules Coordinator, Host International, Detroit Metropolitan Airport, Inkster, Michigan
- Graessle, A. R. '60, Area Service Supervisor, Pan American Airways, London, Shannon, Glasgow, Scandinavia

- Haverly, F. R. '42, Director of Airport Development, Restaurant Associates Industries, Inc., New York City
- Herbig, C. W. '55, Vice President, Airline Services, Sky Chefs Inc., New York City
- Hill, J. J., Jr. '64, Assistant Director, Airline Services, Host International, Los Angeles, California
- Kaud, F. A. '68, Airline Catering Manager, Sky Chefs, Phoenix, Arizona
- Kenyon, B. P. '56, Dining Service Supervisor, Trans World Airlines, New York City
- Kersey, J. R. '40, Vice President, Braniff International Airlines, Dallas, Texas
- Levine, S. S. '64, Supervisor of Dining Services, United Air Lines, Los Angeles, California
- McCrory, F. H. '39, Sector Commissary Superintendent, Pan American World Airways, International Airport, San Francisco, California
- McDonough, J. J. '44, Dining Service Manager, United Air Lines, International Airport, San Francisco, California
- Melius, J. A. '50, Area Representative, Dining Services, United Air Lines, Chicago, Illinois
- Milks, S. G. '62, General Manager, Sky Chefs, Inc., Cleveland Hopkins Airport, Cleveland, Ohio
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- Muth, J. C. '42, Assistant Director, Operations, In-Flite Service, Marriott Corporation, Washington, D. C.
- Noseda, R. H. '52, District Manager, In-Flight Service, Marriott Corporation, Miami International Airport, Miami, Florida
- Parrott, P. J. '41, Director, Food Service, Continental Airlines, Los Angeles, California
- Rabia, S. S. '65, Director, Dining Services, Eastern Airlines, Miami International Airport, Miami, Florida
- Treadwell, J. P. '61, Manager, Food and Beverage Services, Pan American World Airways, Kennedy Airport, Jamaica, New York
- Tully, T. M., Jr. '60, General Manager, Sky Chefs Inc., John Fitzgerald Kennedy Airport, Jamaica, New York
- Vignati, F. '63, Staff Manager, Dining and Commissary, Saudi Arabian Airlines, Jeddah, Saudi-Arabia

OTHER RELATED ACTIVITIES

- Adams, B. B. '35, State Regional Supervisor, Division of Mental Retardation, Tallahassee, Florida
- Adler, H. '51, Assistant Controller, The May Department Stores Company, Los Angeles, California
- Affinito, L. H. '53, Comptroller, Simplicity Pattern Company, Inc., New York City
- Archer, G. E. '51, Owner and General Manager, Travel Advisors, Inc., Seattle, Washington
- Arnold, C. D. '43, Owner, Arnold Properties, San Francisco, California
- Atherton, H. R. '44, Vice President and General Manager, Pritchard Wood Associates, Inc. (Advertising Marketing), New York City
- Baldwin, D. C. '49, Director, Services and Supplies, United States Lines, New York City
- Banta, J. S. '43, Assistant to President, Heritage Foundation, Deerfield, Mass.

- Barclay, J. W. '47, Manager, Prepared Foods Division, Seabrook Farms Company, Seabrook, New Jersey
- Bardo, W. F. '41, Budget Director, Aetna Life & Casualty Insurance Company, Hartford, Connecticut
- Barnes, A. L. '59, Management Analyst, Williamsburg Restoration, Inc., Williamsburg, Virginia
- Barrett, J. H. '43, Partner, Gilfoil & McNeal Accountants, Syracuse, New York
- Beck, R. A. '42, Dean, School of Hotel Administration, Cornell University, Ithaca, New York
- Becker, G. H., Jr. '41, Partner, Peat, Marwick, Mitchell & Company, Syracuse, New York
- Benter, C. W. '55, District Manager, Joseph Schlitz Brewing Company, Milwaukee, Wisconsin
- Benway, L. L. '28, Assistant Vice President, Hotel Loans and Property, Metropolitan Life Insurance Company, New York City
- Bishop, A. H., Jr. '49, President, Jeans Foods of New Jersey, Linden, New Jersey
- Blackwell, W. T. '52, Manager, Accounting and Data Processing Machine Sales, National Cash Register Company, Bedford, New Hampshire
- Bludau, E. W. '54, President, Ed Bludau Associates, San Francisco, California
- Boland, R. N. '46, District Manager, Industrial Food Division, Procter & Gamble, Cincinnati, Ohio
- Bradley, F. L. '48, Partner, Peat, Marwick, Mitchell & Company, Portland, Oregon
- Breed, E. W. '44, Vice President, Marketing, Garber Travel Service, Brookline, Massachusetts
- Briggs, F. H. '35, Vice President, Real Estate and Administration, Equitable Assurance Society, New York City
- Brown, R. W. '49, Executive Vice President, National Restaurant Association, Chicago, Illinois
- Buncom, H. J. '55, Merchandising Inventory Supervisor, Chock Full O' Nuts, New York City
- Burdge, E. E. '30, Manager, Holiday Village Condominium, Honolulu, Hawaii
- Burger, J. F. '50, General Manager, Gulf Operations, Kansas Packing Company of New Orleans, Louisiana
- Burritt, M. B. '44, Director, Management Advisory Services, Laventhol Krekstein Horwath & Horwath, Miami, Florida
- Cafferty, O. W., Jr. '52, Director, Division of Food Science and Management, Pratt Institute, Brooklyn, New York
- Cardone, A. E. '58, Assistant Chief, Meat, Meat Products and Water Foods Branch, Headquarters, Oakland Region, Defense Personnel Support Center, Alameda, California
- Carpenter, C. H., Jr. '51, Manager, Field Representative Department, American Automobile Association, Washington, D. C.
- Cini, J. C. '54, Partner, Cini-Grissom Associates, Bethesda, Maryland
- Clement, C. A. '28, Supervisor, Service Operations, E. I. du Pont de Nemours & Company, Inc., Experimental Station, Wilmington, Delaware
- Conner, J. W. '40, Director, Educational Institute of AH&MA, New York City
- Copeland, H. C., Jr. '40, President, Copeland, Kellogg & Company, Inc., New York City
- Cullen, B. '58, Traveling Secretary, Chicago Cubs, Chicago, Illinois
- Cummings, J. M. '52, Managing Partner, Cummings James & Company, Certified Public Accountants, Kennebunk, Maine
- Daly, P. N. '62, Food Systems Supervisor, Atherton Division (Microwave Ovens), Litton Industries, Minneapolis, Minnesota

- Darker, D. J. '62, Director, Hotel & Restaurant Administration, Ryerson Polytechnic Institute, Toronto, Ontario, Canada
- Devins, T. A. '54, Restaurant Management Director, West Valley Junior College, Campbell, California
- Dillenbeck, H. A. '37, Food and Concession Supervisor, Ent Air Force Base Exchange, Colorado Springs, Colorado
- Dirkse, N. J. '54, Partner, Laventhol Krekstein Horwath and Horwath, Cleveland, Ohio
- Donahoe, J. J. '54, Assistant National Sales Manager, SCM Corporation, New York City
- Dorf, D. C. '55, Director of Education and Teaching, Hotel Sales Management Association, New York City
- Downing, J. P. '40, Business Manager, National Association of Independent Schools, Boston, Massachusetts
- Dunn, P. A. '37, Deputy Chief, Food Operations, Inc., Dallas, Texas
- Dykes, C. E. '36, Financial Vice President, U. S. Gypsum Company, Chicago, Illinois
- Eames, D. B. '41, President, David B. Eames & Assoc., New York City
- Ebdon, G. H. '59, Vice President, Belmont Division, Nicholas Corporation, Toledo, Ohio
- Eldridge, H. G. '42, Area Sales Manager, Ice Cream Division, H. P. Hood & Sons, Worcester, Massachusetts
- Erikson, J. H. '41, Vice President-Finance, P. Ballantine & Sons, Newark, New Jersey
- Evans, R. G. '28, President, Scranton-Wilkes Barre Fine Music Broadcasting Company, Inc., Radio Station, WYZZ, Wilkes Barre, Pennsylvania
- Falkenstein, W. D. '44, National Sales Manager, Towel Department, J. P. Stevens, New York City
- Farrell, J. M. '52, Partner, Price, Waterhouse & Company, Toledo, Ohio
- Fassett, J. S. III '36, Director, Membership Services, AH&MA, New York City
- Fischer, W. H. '56, Owner, W. H. Fischer Wholesale Provisions, Closter, New Jersey
- Fithian, P. S. '51, President, Greeters of Hawaii, Honolulu, Hawaii
- Flacks, Jerry D. '57, Manager, Passenger Services, American Export Isbrandtsen Lines, New York City
- Fletcher, R. E. '48, Associate, Arthur W. Dana, Food Operations Consultant, New York City
- Foertsch, W. H. '39, President, Walter H. Foertsch and Associates, Rochester, New York
- Freihofer, W. D. '61, Production Manager, Charles Freihofer Baking Company, Inc., Troy, New York
- Gallian, H. O. '64, Program Manager, Research & Development Department, Hunt Wesson Foods, Fullerton, California
- Gaven, R. J. '62, Director, Quantity Food Service Information, National Livestock and Meat Board, Chicago, Illinois
- Getman, F. B. '35, District Manager, Joseph Schlitz Brewing Company, Montgomery, Alabama
- Gifford, Mrs. H. '26, Director, Project FEAST, Center for Technological Education, Daly City, California
- Gordon, H. F. '45, President, Jones, McDuffee & Stratton, Inc., Boston, Massachusetts
- Gordon, M. '49, President, Morris, Gordon & Son, Inc., Boston, Massachusetts
- Grissom, F. D. '60, Food Facilities Consultant, Grissom Associates, Cincinnati, Ohio

- Grohmann, H. V. '28, President, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hahn, F. A. '57, Group Vice President, Special Division, Howard Johnson's, Rego Park, New York
- Hahne, W. F., Jr. '59, President, Hahne Enterprises (Restaurants and Motels), La Salle, Illinois
- Heinsius, H. A. '50, Executive Vice President, Needham & Grohmann, Inc., Advertising Agency, New York City
- Hetherington, W. S. '59, Sales Manager, Industrial Division, McCormick & Company, Baltimore, Maryland
- Hoff, H. V. '47, Chairman, Hotel-Motel, Restaurant Management Department, St. Petersburg Junior College, St. Petersburg, Florida
- Hopwood, D. J. '45, Sales and Distribution Director, National Biscuit Company, New York City
- Hugle, D. S. '57, Manager, Management Advisory Services Division, Harris, Kerr, Forster & Company, San Francisco, California
- Ivovich, R. S. '61, Director of Marketing, Food Service Division, P&C Markets, Syracuse, New York
- Johansen, D. F. '53, District Traffic Manager, Illinois Bell Telephone Company, Chicago, Illinois
- Johnson, S. W. '45, Division Traffic Superintendent, New York Telephone Company, New York City
- Johnston, L. M. '57, Vice President, Marketing, Computer Centers Inc., Palm Beach, Florida
- Jolly, K. N. '41, Vice President, Corporate Relations, Campbell Soup Company, Camden, New Jersey
- Jones, R. W. '48, Assistant Merchandising Manager, Wholesale Towel Department, Cannon Mills, Inc., New York City
- Jones, W. R. '56, Division Production Manager, General Foods Corporation, White Plains, New York
- Kennedy, R. H. '56, Product Manager, H. J. Heinz Company, Pittsburgh, Pennsylvania
- Koehl, A. E. '28, Chairman of the Board, Koehl, Landis & Landan, Inc., New York City
- Krieger, C. A. '29, Director of Personnel, Merck, Sharp & Dohme, West Point, Pennsylvania
- Lattin, T. W. '66, Vice President, Hospitality Services, Management Services Division of Dutch Pantry, Harrisburg, Pennsylvania
- Lesure, J. D. '44, Partner, Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- MacDonald, C. A. '55, Vice President, Manufacturing, Stouffer Foods Corporation, Cleveland, Ohio
- Mathers, W. P. '41, Vice President, Labor Relations, Bell Telephone Company of Pennsylvania & Diamond State Telephone Company, Philadelphia, Pennsylvania
- Mayer, H. M. '39, Executive Vice President, Oscar Meyer & Company, Chicago, Illinois
- Mayer, S. '63, Vice President, Victor Mayer Caterers, Inc., Hewlett, New York
- McCarthy, R. S. '54, Principal Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- McClintock, W. F. '38, Manager, Accounting Department, IBM Corporation, Poughkeepsie, New York
- McDonald, R. J. '38, Partner, Sullivan & Cromwell, New York City
- Minami, Y. '60, General Manager, Foreign Travel Department, Nippon Travel Agency, Tokyo, Japan

- Mitchell, L. E. '59, Institutional Chain Sales Manager, H. J. Heinz Company, Pittsburgh, Pennsylvania
- Mogk, W. C., Jr. '40, Director of Retail Sales, Bishop Industries, Union, New Jersey
- Mudge, J. R. '41, Vice President, General Electric Company, New York City
- Mullane, J. A. '35, Owner, James A. Mullane Insurance Agency, Springfield, Massachusetts
- Munns, R. B. '27, Purchasing Agent, Department of Defense, Kansas City, Missouri
- Nestor, R. W., Jr. '66, Food Service Management, University of Minnesota Technical Institute, Crookston, Minnesota
- Newcomb, F. W. '40, District Sales Manager, Kimberly Clark Corporation, Dallas, Texas
- Nolin, J. H. '25, Partner, Laventhol Krekstein Horwath & Horwath, Hotel Accountants, New York City
- Obernauer, M. '41, President, Bohemian Distributing Company, Los Angeles, California
- Opatrny, D. C. '50, Partner, Ernst & Ernst, Cleveland, Ohio
- Papanou, P. S. '47, Vice President of Sales, Foodco, Bronx, New York
- Pappas, G. S. '50, Owner-Director, Babylon Beach House Rest Home, Babylon, New York
- Parke, D. L. '60, General Manager, Camp Innabah-Methodist Center, Spring City, Pennsylvania
- Parker, J. J. '55, President, John Parker & Associates, Inc., Seattle, Washington
- Passaro, L. R. '61, Director of Nutrition, Department of Correction, New York State, Albany, New York
- Peck, G. W. '39, Branch Sales Manager, Thatcher Glass Company, Inc., Philadelphia, Pennsylvania
- Pedulla, T. V. '60, Project Manager, Howard Johnson's, Braintree, Massachusetts
- Pendias, S. P. '42, Vice President, Irving Trust Company, New York City
- Pentecost, W. I. '33, President, West Side Bank, Scranton, Pennsylvania
- Peterson, R. D. '52, President, Foodco Inc., Bronx, New York
- Pew, R. H. '33, Head of Hotel Administration, University of New Hampshire, Durham, New Hampshire
- Poteet, J. T. '56, Manager, Sterling Forest Conference Center, Tuxedo, New York
- Purchase, H. J. '49, Director, Department of Hotel Management, Stout State College, Menomonie, Wisconsin
- Quinn, F. J. '54, President-Manager, Saratoga Catering Service, Inc., Saratoga Springs, New York
- Randall, D. A. '54, President, Travel Consultants, Inc., Washington, D. C.
- Randolph, R. F. '52, Partner, Maxfield, Randolph & Carpenter, Accountants, Ithaca, New York
- Ready, F. A., Jr. '35, Vice President-Secretary, Foertsch, Beckwith & Ready, Inc., New York City
- Reagan, R. A., Jr. '38, Manager, The Equitable Building, Chicago, Illinois
- Ryan, G. R. '56, Regional Partner, Laventhol Krekstein Horwath & Horwath, Washington, D. C.
- St. Laurent, G. C. '33, President, Hotel Research Laboratories, Closter, New Jersey
- Shive, D. F. '59, Director, Residence Development, Greater New York YMCA's, New York City
- Schmuck, J. T. '41, Vice President, U. S. Marketing, Del Monte Corporation, San Francisco, California

- Schreiber, P. G. '60, Director, Garden Operations, Anheuser-Busch, St. Louis, Missouri
- Schweid, P. M. '41, President, Victor Kramer Company, Laundry Management Consultants, New York City
- Scott, L. N. '39, Director of Facilities, Gulf American Corporation, Cape Coral, Florida
- Seferiades, S. A. '63, Director, School of Touristic Professions, Rhodes, Greece
- Seiler, D. K. '42, Director, Frozen Food Marketing, Berry, Blue, Bruce & Fitzgerald, Watertown, Massachusetts
- Selby, R. J. '46, General Supervisor, Consolidated & Financial Reports, U. S. Steel Corporation, Pittsburgh, Pennsylvania
- Sherrill, S. M. '54, Manager, McNicholas-Bludau Associates, Los Angeles, California
- Shoemaker, R. R. '51, Director, Travel Development Bureau, State Department of Commerce, Harrisburg, Pennsylvania
- Simon, M. L. '63, Vice President, Michael Lewis Restaurant Supply Company, Melrose Park, Illinois
- Siverson, G. C., Jr. '49, President, Convenience Foods, Inc., Houston, Texas
- Smith, R. C. '50, Food Purchasing Agent, Diocesan Commodities, Inc., Rockville Centre, New York
- Snyder, R. C. '37, Controller & Secretary, Vita Pakt Citrus Products Inc., Covina, California
- Snyder, V. T. '35, Executive Vice President, International Beverage Supply Company, New York City
- Sofis, E. C. '51, Planning Manager, Grocery Products Division, Howard Johnson's, Rego Park, New York
- Spence, N. T. '59, Director of Operations, Dolly Madison Industries, Philadelphia, Pennsylvania
- Springer, G. E., Jr. '40, President, Bates & Springer, Inc., Manager of Apartments, Office Buildings, and Motels, Cleveland, Ohio
- Stieglitz, R. P. '31, Assistant Vice President, New York Life Insurance Company, New York City
- Storey, F. W. '50, Vice President-Controller, The Jeannette Glass Company, Jeannette, Pennsylvania
- Storms, J. R. '60, Curriculum Supervisor, Thompson School of Applied Science, University of New Hampshire, Durham, New Hampshire
- Stoviak, F. S. '48, President, Factory Food Service Equipment Agency, Downingtown, Pennsylvania
- Streuli, P. D. '62, Project Manager, Movenpick Ltd., Zurich, Switzerland
- Sullivan, E. T. '49, Area Manager, Syracuse China Company, Charlotte, North Carolina
- Sullivan, W. L. '53, President, Red Carpet of Rochester, Inc., Rochester, New York
- Taber, W. A. '59, President, United Diner Club Plan of America, Rochester, New York
- Teare, R. H. '51, President, Taylor Freezer of Connecticut, Inc., Bridgeport, Connecticut
- Terrell, B. W. '42, General Sales Manager, Farm House Frozen Foods, Inc., Miami, Florida
- Thomas, R. C. '58, President, Thomas Distributing Company, Inc., Newport Beach, California
- Vallen, J. J. '50, Director of Hotel Administration, Nevada Southern University, Las Vegas, Nevada
- Vesley, H. P. '49, Project Director, Management Advisory Services Department, Harris, Kerr, Forster, New York City

- Vinnicombe, E. J., Jr. '33, Vice President, McCormick & Company, Baltimore, Maryland
- Wallen, R. K. '50, Business Manager, St. George's School, Newport, Rhode Island
- Ward, J. H. '52, Director, Special Market Resources, Washington, D. C.
- Washbourne, F. H. '41, Director-President, Ashbrook Nursing Home, Scotch Plains, New Jersey
- Weight, D. E. '44, Administrative Assistant, Institute for the Crippled and Disabled, New York City
- Whitehead, D. E. '64, Financial Coordinator, Statler-Hilton, Inc., New York City
- Whitney, R. W. '49, President, Robert W. Whitney & Associates, Food Service Consultants and Designers, Seattle, Washington
- Winship, J. '54, Business Manager, Westminster School, Simsbury, Connecticut
- Wood, T. S. '55, National Institutional Sales Manager, R. T. French Company, Rochester, New York
- Wotiz, M. H., Jr. '34, Vice President, Wotiz Meat Company, Newark, New Jersey

ADMISSION

Admission to the School of Hotel Administration may be granted in September and in February to the prospective student who meets (A) the regular academic entrance requirements, and (B) the requirements in personal qualifications.

A. ACADEMIC REQUIREMENTS

The applicant must have completed a secondary school course and must offer at least sixteen acceptable units of entrance credit including English, four units, mathematics, three units, and science, one unit (preferably chemistry). The remaining units should include additional mathematics and sciences (especially physics), social studies (including history), and a foreign language. The Scholastic Aptitude Test of the College Entrance Examination Board is required.

ENGLISH, 4 YEARS (required of all entering students)4

FOREIGN LANGUAGES (modern and ancient)

French	1-4	Spanish	1-4
German	1-4	Greek	1-3
Hebrew	1-3	Latin	1-4
Italian	1-3		

(If a foreign language is offered for entrance, it is desirable to present at least two years, although credit will be granted for a single year of study in not more than two languages.)

MATHEMATICS

Elementary Algebra	1	Plane Geometry	1
Intermediate Algebra	1	Solid Geometry	1/2
Advanced Algebra	1/2	Plane Trigonometry	1/2

SCIENCES

Biology	1	General Science	1
Botany	1/2-1	Physics	1
Chemistry	1	Zoology	1/2-1
Earth Science	1/2-1		

(If a unit in biology is offered, a half-unit in botany and a half-unit in zoology may not also be counted.)

SOCIAL STUDIES, including history (each course)1/2-1

High school and other preparatory work is appraised in the University Office of Admissions to which the formal application and credentials should be sent. Correspondence relating to the academic admission requirements should be directed to the University Office of Admissions, Day Hall, Cornell University, Ithaca, New York 14850.

A candidate may obtain credit in the subjects he wishes to present for admission in one or more ways, or some combination of them:

1. by presenting an acceptable school certificate,
2. by passing, in the required subjects, the achievement tests of the College Entrance Examination Board, *or*
3. by passing the necessary New York State Regents examinations.

Since students enroll for the work in hotel administration at Cornell University from all parts of the United States and from other countries, and since the subjects of study available to students in the high schools vary from section to section, the prospective student is allowed wide freedom in the choice of his high school subjects. Only English, obviously valuable, and the minimum mathematics necessary for the important required sequence of courses in engineering and accounting are specified. Students and vocational advisers should not, however, be misled by this freedom. The curriculum in hotel administration includes a number of rigorous courses in accounting, science, and engineering, and, while the committee on admissions gives due weight to the more personal factors, it insists, for the protection of the prospective student, on evidence of good scholastic ability—ability to carry an exacting college program.

Although there is no specific language entrance requirement, the committee believes that a sequence of study of at least three years of a foreign language is likely to be useful to the hotelman or restaurateur and that its completion is an evidence of scholastic ability. Two years of a language are of much less value than three.

While not required, a four-year sequence in mathematics is evidence of good workmanship. Trigonometry is useful in engineering courses. The importance of chemistry, in view of the rigorous chemistry courses required in the School's curriculum, cannot be overemphasized. Physics also would provide a foundation for engineering.

For those students who attend the larger schools with a wealth of offerings, some suggestions as to choice of studies may be welcome. In the selection of a preparatory course, consideration should be given to the student's interest and the school's facilities. It may be, nevertheless, that the *suggested* preparatory program below will be helpful to the adviser, the parent, and the student.

English, four units
 Mathematics, three or four units
 Elementary algebra, intermediate algebra, and plane geometry. Also, if possible, trigonometry, advanced algebra, or solid geometry.
 History, at least one unit
 Chosen according to interest of the student and facilities of the school.

Foreign language, three units
 French, German, Spanish, or Latin
 Science, at least two units
 Physics (helpful in engineering); chemistry (helpful with foods work); general science; biology (most important)
 Electives, enough units to make the total sixteen.

B. PERSONAL REQUIREMENTS

Because more applicants can meet the requirements stated under "A" than can be accommodated in the School, the faculty attempts to choose through a Committee on Admissions (whose decisions are final) those likely to profit most by the instruction offered. The Committee asks that each prospective student arrange an interview with a representative of the Committee on Admissions of the School of Hotel Administration, and that each prospective student take the Scholastic Aptitude Test given by the College Entrance Examination Board.¹ Applicants are required to furnish one picture (passport size) with the formal application or at the time of the interview.

The interviews are most satisfactorily held in Ithaca. Therefore, candidates who can conveniently visit Ithaca are urged to do so. They will profit by an acquaintance with the University, its facilities, and its staff. The interview will be most meaningful. In his correspondence, the applicant should mention the date and the hour of his choice, giving alternative times, if possible, and address his request to the Admissions Officer, School of Hotel Administration, Statler Hall.

The Scholastic Aptitude Test is given by the College Entrance Examination Board at points all over the country and in the larger cities abroad. It is given five times a year, but the prospective student should plan to take the test in December or January. Detailed information regarding the places of examination and the exact dates can be obtained by writing to the College Entrance Examination Board, Box 592, Princeton, New Jersey 08540. Prospective students residing in the Rocky Mountain states or farther west should address the Board at Box 1025, Berkeley, California 94701. Admission to the Scholastic Aptitude Test is by prior arrangement only. Application for admission should be filed directly with the Board. To avoid a late application fee, it should be filed not later than three weeks in advance of the date of the examination.

The procedures involved in securing admission may appear somewhat involved. They are designed, however, to protect the prospective student. Only those are admitted who seem likely to be able to carry a rigorous college program and who seem likely later to be successful in the industry. The risk of future failure or disappointment is thus reduced to a minimum. To provide ample time for all the arrangements, the formal application for admission must be filed before February 15 for students planning to enter in September. Students planning to enter the spring term in January must file formal application by December 1.

1. By exception this requirement is waived in the cases of applicants who are college graduates possessing Bachelor's degrees, and in the cases of applicants whose mother tongue is not English, provided that the applicant is not applying for financial aid as well.

Not all prospective students, however, can readily come to Ithaca. To meet their needs, arrangements have also been made with graduates and others active in the hotel and restaurant business in most of the principal cities of the world to serve as interviewers. The prospective student should inform the School of his choice of time and place for his interview by writing directly to the School of Hotel Administration, Statler Hall.

A student engages in a research project on electronic silverware detarnishing with the aid of a Research Division staff member.



Entering students should consult the *Announcement of General Information* for details on certain medical requirements that must be met either before or during the registration period. The *Announcement* may be obtained by writing to the Office of Announcements, Day Hall, Ithaca, New York 14850.

TRANSFER STUDENTS

With the approval of the Committee on Admissions, students may be admitted to the School with advanced standing from other institutions of college level. To such students, credit will ordinarily be given, against the specific degree requirements, for those courses for which substantially equivalent work has been done. For that portion of the student's work not applicable to the specific requirements, credit up to 24 hours will ordinarily be given against the requirements of 120 hours. The total of transfer credit allowed may not exceed 60 semester hours. Transfer students will be held, in common with non-transfer students, for the completion of the hotel-practice requirement before the last term of residence. When they apply for admission, they are expected to take the Scholastic Aptitude Test and to present themselves for interviews. Formal applications for admission should be filed before February 15 with the University Office of Admissions, Day Hall.

Students will be accepted on transfer from junior colleges, but only if their records show them to be fully qualified for rigorous advanced college work. In each case the preparatory school record must meet Cornell entrance standards, and the junior college record must be of superior grade. No prospective student planning on eventual enrollment in the School of Hotel Administration at Cornell should embark first on a junior college program as a means of avoiding Cornell entrance requirements or as a matter of economy. If he has entrance deficiencies, he should remedy them. If he lacks funds, he should apply for scholarship aid.

COLLEGE GRADUATES

Advanced degrees, the Master's and the doctorate, in the field of hotel and restaurant management have been offered at Cornell University since 1929. Just as with the four-year undergraduate course, the standards for admission and for graduation are high. Thus, to embark on work toward the Master's or doctorate degree with hotel or restaurant specialization, a student is required to have completed the undergraduate hotel administration program or its equivalent.

However, many college graduates interested in professional careers in hotel or restaurant operation, in industrial feeding, in hospital administration, or in institution or club management have found the specialized courses offered by the School of Hotel Administration a valuable addition to the more general education they have received as

undergraduates. When approved by the Committee on Admissions, a college graduate may choose to enroll either as a special student or as a candidate for the School's Bachelor of Science degree. As a special student, he will select freely a program of courses designed to meet his particular needs. As a candidate for the degree, his choice of courses will be influenced by the degree requirements. Typically, however, college graduates have found that the courses they choose voluntarily as a matter of professional improvement are also the courses required for the degree. In any event, the student is eligible for the placement assistance offered by the School and by the Cornell Society of Hotelmen.

The college graduate who elects to become a candidate for the School's degree is held for the regular degree requirements, including the practice requirement; but he receives credit against the academic requirements for all work he may previously have completed satisfactorily that may be appropriately applied against those requirements, including the twenty-four hours of free electives. He may also receive, under the usual rules, partial credit against the practice requirements for any related experience in the field. The amount of time required to earn the second degree varies somewhat with the previous undergraduate program but is usually about two years.

Each year a substantial number of entering students in the School are college graduates. They have a community of interest and a seriousness of purpose that make their study at the School very effective. In the second year they are often employed as laboratory assistants. The colleges whose graduates have appeared on the rolls of the Hotel School and have won recognition for themselves later in the field are too numerous to list here. They include such institutions as Dartmouth, Harvard, Yale, University of Pennsylvania, Virginia, Michigan State, Tulane, California, and Colgate.

Holders of Bachelor's degrees who are candidates for admission, are held to satisfy the personal admission requirements described on p. 100. Like all other candidates for admission, they present themselves for a personal interview; but they are not required to take the College Board's Scholastic Aptitude Test. Those who have previously taken the latter test, however, are asked to have the Board transmit the scores.

FOREIGN STUDENTS

Students from foreign countries who present satisfactory evidence of adequate capacity and training may be admitted to the School. Since their previous education usually does not conform, point by point, to that required of the native student, they are usually admitted as special students, not candidates for the degree. If their work is satisfactory, they may apply later for regular status as degree candidates.

Prospective students whose native language is not English will not be required to take the Scholastic Aptitude Test unless they are also

applicants for financial aid. Foreign students who are applying for scholarship aid must arrange to take the Scholastic Aptitude Test by writing to the appropriate College Entrance Examination Board. Scholarship applications must be obtained from the Office of International Students, Day Hall, Cornell University. All prospective students, wherever they may be located, are required to arrange for an official interview.

LIVING ARRANGEMENTS

Students studying hotel and restaurant management at Cornell University are members of the regular student body. They participate in the usual student activities, play on the teams, sing with the glee clubs, and act in student plays. Like other students, they may live in the dormitories, in fraternities or sororities, or in private homes.

For men, residence halls housing about 2,100 are located on the western slope of the campus, about a five-minute walk from Statler Hall. Hotel students take many of their meals at the student cafeteria in Statler Hall, where the preparation and service are largely the work of their fellow students. The residence halls have a snack bar. Meal service is also available in the student center, Willard Straight Hall, in which all hotel students have membership; in the Martha Van Rensselaer cafeteria; in the Sage Graduate Center; and in commercial restaurants nearby.

For women students, both graduate and undergraduate, the University provides attractive residence halls on the campus, less than a five-minute walk from Statler Hall. Most undergraduate women whose regular residence is outside the Ithaca area are required to live in University residence halls, or in sorority houses (for members only). Information about exceptions to that rule may be obtained from the Office of the Dean of Students.

For married students, Cornell provides unfurnished apartments for over 400 married students and their families in the Cornell Quarters (84 apartments), Pleasant Grove (96 apartments), and the Hasbrouck Apartments (246 apartments).

Off-campus housing. All students living off-campus are required to reside in properties that have been approved by the University. Information on approved housing that is currently available may be obtained at the Off-Campus Housing Office in 223 Day Hall. Because changes of available accommodations occur daily, it is not practical to prepare lists.

Information about all types of housing may be obtained by writing the Department of Housing and Dining, Day Hall, Cornell University, Ithaca, New York 14850.

REQUIREMENTS FOR GRADUATION

Regularly enrolled students in the School of Hotel Administration are candidates for the degree of Bachelor of Science. The requirements follow:

- 1. The completion of eight terms in residence,¹
- 2. The completion, with a general average of 2.0, of 120 credit hours, required and elective, as set forth below,

SPECIFICALLY REQUIRED	SEMESTER HOURS
Hotel Accounting: 81, 82, 181, 182	15
Hotel Administration: 100, 114	5
Law: Hotel Administration 171 plus two additional hours	4
Hotel Engineering: 460, 461, 462, 463, plus three additional hours	15
Food: H.A. 101, 220, 206, 201 or 201A	13
Chemistry: Hotel Administration 214-215	10
Economics: 101-102 plus three additional hours	9
Freshman Humanities	6
Communication Arts 301	3
<hr/>	
TOTAL SPECIFICALLY REQUIRED	80
Hotel Electives	16
Free Electives	24

Total Semester Hours Required for Graduation 120

- 3. The completion, before entering the last term of residence, of 60 points of practice credit as defined on pp. 119-121.
- 4. The completion, during the first four terms of residence, of the University requirements in physical education (see *Announcement of General Information*).

Suggested programs of courses arranged by years appear on pp. 107-109. The specifically required courses there indicated account for 80 of the total of 120 hours. From the hotel electives (pp. 110-111), some combination of courses, the credit for which totals at least 16 hours, is also to be taken. The remaining 24 hours may be earned in courses chosen at will, with the approval of the adviser, from the offerings of any college of the University, provided only that the customary requirements for admission to the courses chosen are met.

Students in the School of Hotel Administration who plan to attend summer school at Cornell or elsewhere, and Cornell students who pro-

1. College graduates and students transferring from other colleges and universities may be allowed appropriate credit against the residence requirements at the time of admission. A student who has completed six terms at the School of Hotel Administration and who has attained a cumulative average of 3.3 may petition the faculty for permission to waive the residence requirement.



Prof. John H. Sherry expounds the law to future hoteliers and restaurateurs, who must pass two law courses to obtain their diplomas.

pose to attend any other university with the expectation that credit thus earned might be counted toward the Cornell degree in hotel administration, should obtain the approval of the School in advance. Credit will not be allowed otherwise.

Credit earned in the courses in military science or air science or naval science may be counted in the twenty-four hour group of free electives. Both men and women students are required by the University faculty to take courses in physical education, but no credit for the academic degree is allowed for these courses.

CURRICULUM

(A typical arrangement of the required courses, year by year.*)

The Freshman Year

SPECIFICALLY REQUIRED

	Semester Hours
Introductory Management (<i>Hotel Administration 100</i>).....	2
Accounting (<i>Hotel Accounting 81-82</i>).....	7
Freshman Humanities	6
Psychology (<i>Hotel Administration 114</i>).....	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>).....	3
Modern Economic Society (<i>Economics 101-102</i>).....	6
Lectures on Hotel Management (<i>Hotel Administration 155</i>)	1
	<hr/> 28

SUGGESTED ELECTIVES

Typewriting (<i>Hotel Administration 37</i>)†.....	2
Sanitation (<i>Hotel Administration 221</i>)†.....	1
French, Spanish, or other modern languages, according to preparation†	6

The Sophomore Year

SPECIFICALLY REQUIRED

Hotel Accounting (<i>Hotel Accounting 181 and 182</i>).....	8
Chemistry (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 220</i>).....	3
Meat, Poultry and Fish (<i>Hotel Administration 206</i>).....	3
Hotel Engineering (<i>Hotel Engineering 460 and 461</i>).....	6
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SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)†.....	1
Applied Psychology I (<i>Hotel Administration 119</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)†.....	2
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>)†.....	1
French, Spanish, or other modern languages, according to preparation†	6

* This arrangement is offered for illustration. Variations of it are acceptable provided only that the requirements for the degree as set forth on p. 105 are met. The courses mentioned are described in detail on pp. 17-53.

† Hotel elective. Sixteen semester hours of courses so marked are to be taken.

The Junior Year

SPECIFICALLY REQUIRED

	Semester Hours
Oral Communication (<i>Communication Arts 301</i>).....	3
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Law of Business (<i>Hotel Administration 171-271</i>)*.....	4
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>)†.....	6
	<hr/> 17

SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration 155</i>)‡.....	1
Applied Psychology II (<i>Hotel Administration 217</i>)‡.....	2
Applied Psychology III (<i>Hotel Administration 218</i>)‡.....	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>)‡.....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)‡	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)‡.....	2
Auditing (<i>Hotel Accounting 183</i>)‡.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>)‡.....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>)‡.....	2
General Insurance (<i>Hotel Administration 196</i>)‡.....	3
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>)‡.....	2
Classical Cuisine (<i>Hotel Administration 202</i>)‡.....	2
Smorgasbord (<i>Hotel Administration 203</i>)‡.....	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>)‡.....	2
Resort Management (<i>Hotel Administration 113</i>)‡.....	1
Tourism (<i>Hotel Administration 175</i>)‡.....	2
Restaurant Management (<i>Hotel Administration 251</i>)‡.....	3
Marketing *(<i>Hotel Administration 177</i>)‡.....	2
Marketing II (<i>Hotel Administration 277</i>)‡.....	2
Preliminary Programming (<i>Food Facilities Engineering 361</i>)‡.....	3

* For the law requirement, the student may substitute for *Hotel Administration 271* H.A. 172, 272, or 274.

† The requirement in elective engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pp. 36-40.

‡ Hotel elective. Sixteen semester hours of courses so marked are to be taken.

The Senior Year

SPECIFICALLY REQUIRED

	Semester Hours
An elective course in economics*.....	3
An elective course in hotel engineering†.....	3
	<hr/>
	6

SUGGESTED ELECTIVES

Lectures on Hotel Management (<i>Hotel Administration</i> 155)†.....	1
Seminar in Organizational Behavior and Administration (<i>Hotel Administration</i> 219)†.....	2
Union-Management Relations in the Hotel Industry (<i>Hotel Administration</i> 316).....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration</i> 272)†.....	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration</i> 274)†.....	2
Communication (<i>Hotel Administration</i> 278)†.....	2
Auditing (<i>Hotel Accounting</i> 183)†.....	3
Financial Interpretation and Measurements (<i>Hotel Accounting</i> 283).....	3
Data Processing (<i>Hotel Administration</i> 58)†.....	1
Data Processing (<i>Hotel Administration</i> 59)†.....	2
Financial Planning (<i>Hotel Accounting</i> 284).....	3
Seminar in Financial Management (<i>Hotel Accounting</i> 285)†.....	2
Economics of Financial Management (<i>Hotel Accounting</i> 287)†.....	2
Seminar in Real Estate Finance and Investment (<i>Hotel Administration</i> 192)†.....	2
Hospital Food Service Administration (<i>Hotel Administration</i> 223).....	2
International Hotel Cuisine (<i>Hotel Administration</i> 205)†.....	3
Beverage Management (<i>Hotel Administration</i> 252)†.....	3
Catering for Special Functions (<i>Hotel Administration</i> 254)†.....	2
Special Problems in Food (<i>Hotel Administration</i> 353)†.....	1
Commercial Financing (<i>Hotel Administration</i> 291)†.....	2
Seminar in Hotel Construction and Renovation (<i>Hotel Engineering</i> 466)†.....	3
Investment Analysis and Management (<i>Hotel Accounting</i> 241).....	2
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering</i> 362)†.....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering</i> 363)†.....	3
Fundamentals of Computers (<i>Hotel Engineering</i> 469).....	3
Seminar in Hospitality Simulation Exercises (<i>Hotel Engineering</i> 470)†.....	3
Industrial Organization (<i>Economics</i> 331).....	4
Taxation (<i>Agricultural Economics</i> 338).....	3
Private Enterprise and Public Policy (<i>Economics</i> 351).....	4
Economics of Wages and Employment (<i>Industrial and Labor Relations</i> 241).....	3
Economic and Business History (<i>Business and Public Administration</i> 375).....	3
Transportation: Rates and Regulations (<i>Business and Public Administration</i> 575).....	3

* The requirement in elective economics may be satisfied by any course in economics beyond Economics 102 listed on pp. 31-36 or by the Economics of Financial Management (*Hotel Accounting* 287).

† Hotel elective. Sixteen semester hours of courses so marked are to be taken. The requirement in elective hotel engineering may be satisfied by any of the elective courses offered by the Department of Hotel Engineering and described on pp. 36-40.

HOTEL ELECTIVES

(From this list at least sixteen semester hours are to be taken to satisfy the hotel elective requirement.)

Auditing (<i>Hotel Accounting 183</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	2
Internal Control in Hotels (<i>Hotel Accounting 286</i>).....	2
Accounting Machines in Hotels (<i>Hotel Accounting 288</i>).....	1
Seminar in Financial Management (<i>Hotel Accounting 285</i>).....	2
Economics of Financial Management (<i>Hotel Accounting 287</i>).....	2
Problems in Financial Analysis (<i>Hotel Accounting 189</i>).....	2
Special Studies in Accounting and Finance (<i>Hotel Accounting 289</i>).....	2,3
Investment Management (<i>Hotel Accounting 241</i>).....	2
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Management Principles I (<i>Hotel Administration 250</i>).....	2
Management Principles II (<i>Hotel Administration 255</i>).....	2
Resort Management (<i>Hotel Administration 113</i>).....	1
Club Management (<i>Hotel Administration 222</i>).....	1
Hospital Food Service Administration (<i>Hotel Administration 223</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Beverage Management (<i>Hotel Administration 252</i>).....	3
Union-Management Relations in the Hotel Industry (<i>Hotel Administration 316</i>)	2
International Hotel Management Survey (<i>Hotel Administration 64</i>).....	2,3
Applied Psychology I (<i>Hotel Administration 119</i>).....	3
Applied Psychology II (<i>Hotel Administration 217</i>).....	2
Applied Psychology III (<i>Hotel Administration 218</i>).....	2
Seminar in Organizational Behavior and Administration (<i>Hotel Administration 219</i>)	2
Law of Business (<i>Hotel Administration 271</i>).....	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>).....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Law of Business: Business Organization, Partnerships, and Corporations (<i>Hotel Administration 274</i>).....	2
Tourism (<i>Hotel Administration 175</i>).....	2
Marketing I (<i>Hotel Administration 177</i>).....	2
Marketing II (<i>Hotel Administration 178</i>).....	2
Communication (<i>Hotel Administration 278</i>).....	2
Seminar in Marketing (<i>Hotel Administration 421</i>).....	2
General Survey of Real Estate (<i>Hotel Administration 191</i>).....	2
Seminar in Real Estate Finance and Investment (<i>Hotel Administration 192</i>)	2
Commercial Financing (<i>Hotel Administration 291</i>).....	2
General Insurance (<i>Hotel Administration 196</i>).....	3
Data Processing (<i>Hotel Administration 58</i>).....	1
Data Processing (<i>Hotel Administration 59</i>).....	2



Seminar in Hotel Administration (<i>Hotel Administration 153</i>).....	2, 3, or 4
Special Studies in Research (<i>Hotel Administration 253</i>).....(to be arranged)	
Typewriting (<i>Hotel Administration 37</i>).....	2
Shorthand Theory (<i>Hotel Administration 131</i>).....	4
Secretarial Typewriting (<i>Hotel Administration 132</i>).....	2
Shorthand Transcription (<i>Hotel Administration 133</i>).....	2
Hotel Planning (<i>Hotel Engineering 265</i>).....	3
Hotel Structures and Maintenance (<i>Hotel Engineering 266</i>).....	3
Seminar in Hotel Construction and Renovation (<i>Hotel Engineering 466</i>)	3
Seminar in Hotel Lighting and Color (<i>Hotel Engineering 468</i>).....	3
Fundamentals of Computers (<i>Hotel Engineering 469</i>).....	3
Seminar in Hospitality Simulation Exercises (<i>Hotel Engineering 470</i>)....	3
Preliminary Programming (<i>Food Facilities Engineering 361</i>).....	3
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>)	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>).....	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Smorgasbord (<i>Hotel Administration 203</i>).....	2
International Hotel Cuisine (<i>Hotel Administration 205</i>).....	3
Catering for Special Functions (<i>Hotel Administration 254</i>).....	2
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)....	1
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>).....	2
A Survey of Convenience Foods (<i>Hotel Administration 204</i>).....	2
Handling and Marketing Vegetables (<i>Vegetable Crops 212</i>).....	3
Economic Fruits of the World (<i>Pomology 301</i>).....	3
Special Problems in Food (<i>Hotel Administration 353</i>).....	1
Introductory Biochemistry (<i>Biochemistry 231</i>).....	3
Human Nutrition (<i>Food and Nutrition 112</i>).....	3
Human Physiology (<i>Biological Sciences 210</i>).....	3
Modern language, according to preparation.....	6

SUGGESTED PROGRAM FOR PROSPECTIVE RESTAURATEURS*

The Freshman Year

Introductory Management (<i>Hotel Administration 100</i>).....	2
Freshman Humanities	6
Psychology (<i>Hotel Administration 114</i>).....	3
Accounting (<i>Hotel Accounting 81-82</i>).....	7
Commercial Food Management: Survey (<i>Hotel Administration 101</i>).....	3
Modern Economic Society (<i>Economics 101-102</i>).....	6
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)....	1
Electives	2
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The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181-182</i>).....	8
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Food Preparation (<i>Hotel Administration 220</i>).....	3
Meat, Poultry, and Fish (<i>Hotel Administration 206</i>).....	3
Chemistry (<i>Hotel Administration 214-215</i>).....	10
	<hr/> 30

The Junior Year

Applied Psychology I (<i>Hotel Administration 119</i>).....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	2
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>).....	6
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Law of Business (<i>Hotel Administration 171</i>).....	2
Law of Business: Contracts, Bailments, and Agency (<i>Hotel Administration 272</i>)	2
Beverage Management (<i>Hotel Administration 252</i>).....	3
Preliminary Programming (<i>Food Facilities Engineering 361</i>).....	3
Electives	5
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The Senior Year

An elective course in economics.....	3
An elective course in hotel engineering	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Seminar in Hotel Administration (<i>Hotel Administration 153</i>).....	2, 3, or 4
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>).....	2
Hospital Food Service Administration (<i>Hotel Administration 223</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>)	3

* This program is suggested for illustration. Many variations are available.

Marketing (<i>Hotel Administration 177</i>).....	2
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>)	2
General Insurance (<i>Hotel Administration 196</i>).....	3
General Survey of Real Estate (<i>Hotel Administration 191</i>).....	2
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SUGGESTED PROGRAM FOR PROSPECTIVE CLUB MANAGERS*

The Freshman Year

Accounting (<i>Hotel Accounting 81-82</i>).....	7
Introductory Management (<i>Hotel Administration 100</i>).....	2
Freshman Humanities	6
Modern Economic Society (<i>Economics 101-102</i>).....	6
Psychology (<i>Hotel Administration 114</i>).....	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>).....	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)....	1
Lectures on Hotel Management (<i>Hotel Administration 155</i>).....	1
Electives	1
	<hr/> 30

The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Meat, Fish, and Poultry (<i>Hotel Administration 206</i>).....	3
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Chemistry (<i>Hotel Administration 214-215</i>).....	10
Food Preparation (<i>Hotel Administration 220</i>).....	3
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The Junior Year

Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>).....	6
Managerial Aspects of Purchasing (<i>Hotel Administration 118</i>).....	2
Applied Psychology I (<i>Hotel Administration 119</i>).....	3
Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Club Management (<i>Hotel Administration 222</i>).....	1
Law of Business (<i>Hotel Administration 171</i>).....	2
Law as Related to Innkeeping (<i>Hotel Administration 172</i>).....	2
Preliminary Programming (<i>Food Facilities Engineering 361</i>).....	3
Classical Cuisine (<i>Hotel Administration 202</i>).....	2
Electives	5
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* This program equals or exceeds the recommendation of the Club Managers Association of America.

The Senior Year

An elective course in economics	3
An elective course in hotel engineering.....	3
Food and Beverage Control (<i>Hotel Accounting 184</i>).....	2
Beverage Management (<i>Hotel Management 252</i>).....	3
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Electives in the humanities	16
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SUGGESTED PROGRAM FOR A MAJOR IN FOOD FACILITIES PLANNING AND DESIGN*

The Freshman Year

Introductory Management (<i>Hotel Administration 100</i>).....	2
Freshman Humanities	6
Modern Economic Society (<i>Economics 101-102</i>).....	6
Accounting (<i>Hotel Accounting 81-82</i>).....	7
Psychology (<i>Hotel Administration 114</i>).....	3
Commercial Food Management: Survey (<i>Hotel Administration 101</i>)....	3
Sanitation in the Food Service Operation (<i>Hotel Administration 221</i>)....	1
Electives	2
	<hr/> 30

The Sophomore Year

Hotel Accounting (<i>Hotel Accounting 181</i>).....	4
Intermediate Accounting (<i>Hotel Accounting 182</i>).....	4
Food Preparation (<i>Hotel Administration 220</i>).....	3
Chemistry (<i>Hotel Administration 214-215</i>).....	10
Engineering (<i>Hotel Engineering 460-461</i>).....	6
Preliminary Programming (<i>Food Facilities Engineering 361</i>).....	3
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The Junior Year

Quantity Food Production: Management of the Operation (<i>Hotel Administration 201</i>)	4
Meat, Poultry, and Fish (<i>Hotel Administration 206</i>).....	3
Mechanical and Electrical Problems (<i>Hotel Engineering 462-463</i>).....	6
Law of Business (<i>Hotel Administration 171-272</i>).....	4
Real Estate (<i>Hotel Administration 191</i>).....	2
Equipment: Layouts, Design, and Working Drawings (<i>Food Facilities Engineering 362</i>)	3
Electives	8
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* This program, as it stands or as it may be varied with the approval of the faculty, will satisfy the requirement for the degree of Bachelor of Science in Hotel Administration with a major in Food Facilities Planning and Design.

The Senior Year

An elective course in economics.....	3
Hotel Structures and Maintenance (<i>Hotel Engineering 266</i>).....	3
Food Facilities Engineering: Specifications, Shop Drawings, and Contract Supervision (<i>Food Facilities Engineering 363</i>).....	3
Law of Business: Business Organization, Partnerships and Corporations (<i>Hotel Administration 274</i>).....	2
Restaurant Management (<i>Hotel Administration 251</i>).....	3
Marketing (<i>Hotel Administration 177</i>).....	2
Applied Psychology I (<i>Hotel Administration 119</i>).....	3
Hotel Planning (<i>Hotel Engineering 265</i>).....	3
Seminar in Hotel Lighting and Color (<i>Hotel Engineering 468</i>).....	3
Seminar in Hotel Construction (<i>Hotel Engineering 466</i>).....	3
Electives in the humanities	2

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CERTIFIED PUBLIC ACCOUNTING

Graduates who plan to go into hotel and restaurant accounting and who expect eventually to become candidates for admission to the examination for a certificate as a certified public accountant in the State of New York may, by taking a special program, earn the certification of the School of Hotel Administration as having completed the course of study approved by the Education Department of the state of New York. The program involves carrying a substantial load of additional subjects. Students should consult with Professor Cladel.

AMERICAN DIETETIC ASSOCIATION

Students who look forward to careers that may involve responsibility for food operations in hotels, schools, colleges, and institutions generally may wish to satisfy the requirements for membership in the American Dietetic Association. To do so, it is necessary only to include among their electives a course in human physiology (*Biological Sciences 210*); a course in advanced food preparation management (such as *Hotel Administration 202 or 203*); a course in human nutrition (*Food and Nutrition 112*); and a course in personnel management (such as *Hotel Administration 119*). These electives together with the specifically required courses will meet the educational requirements for membership in the American Dietetic Association. To qualify as a therapeutic and administrative dietitian, the candidate must also complete three hours of Biochemistry (*Biochemistry 231*), substitute Principles of Human Nutrition (*Food and Nutrition 332*) for Human Nutrition (*Food and Nutrition 112*), and also complete Nutrition and Disease (*Food and Nutrition 441*).

WORKSHOPS FOR EXECUTIVES

Workshops for executives in the hotel, restaurant, and club industry are frequently held by the School of Hotel Administration on the Cornell University campus and in other sections of the United States. The School also conducts many of its workshops in countries overseas.

For information concerning registration, housing, and fees, write to Assistant Dean G. W. Lattin, School of Hotel Administration, Cornell University, Ithaca, New York 14850.

SUMMER SHORT COURSES

The School of Hotel Administration offers a series of short unit courses for persons actively engaged in hotel and restaurant work. One, two, or three weeks in length, they cover such topics as hotel operation, motel operation, restaurant management, advertising and sales promotion, personnel methods, quantity food preparation, hotel stewarding, menu planning, hotel accounting, restaurant accounting, food control, interpretation of hotel statements, food facilities engineering, hotel house-keeping, and hospital operation.

Requests for detailed information should be addressed to the Dean of the School, Statler Hall, Cornell University, Ithaca, New York 14850.

RESEARCH PROGRAM

The School of Hotel Administration has a full-time research director who coordinates studies on projects sponsored by foundations and government and industry groups. Studies completed or under way involve the applications of data processing for hotels and a new hotel management system, sponsored by the Statler Foundation; the use of ready foods; applications of glass to food service, by Corning Glass Works; the use of plastic dinnerware, for the American Cyanamid Company; silver detarnishing; mattress testing, in conjunction with the National Association of Bedding Manufacturers; a study of wall coverings; carpet research; guest preference research, at the request of AH&MA; and employee orientation and training studies.

Research studies are published in the School's technical quarterly *The Cornell Hotel and Restaurant Administration Quarterly* from which reprints may be obtained. For further information, address inquiries to Professor Charles I. Sayles, Statler Hall, Cornell University, Ithaca, New York 14850.

The School's Research Section is concerned with many facets of hotel and restaurant operation, as the list of projects indicates. Prof. C. I. Sayles, the director, asks a question of H. Alexander MacLennan, senior research associate, who is seated at his desk.

SCHOOL OF HOTEL ADMINISTRATION
CORNELL UNIVERSITY

RESEARCH

PROJECT

NOTES - PERSONNEL

ING GLASS STUDY	Bond
A PROCESSING	600 RM HOTEL SMALL HOTEL
BY FOODS	MacLennan
NIENCE FOODS MACH. DEVT	Sayles
TIC DINNERWARE	American Cyanamid - MacLennan
ER DETARNISHER	Sayles
E COVERINGS	Compton
OWAVE STUDY	MacLennan, Kerr
TRESS STUDY	Land, Lamb
LOYEE TRAINING	Chiusano, Cheek
RECASTING	John Lesure
SLETTER	MacLennan
DORANTS	
STIONNAIRES	Sayles, MacLennan
MO-PHYSICAL PROPERTIES OF FOODS	
VATORS	
RASONICS	



PUBLICATIONS

The Cornell Hotel and Restaurant Administration Quarterly is published in February, May, August, and November and presently has subscribers in thirty-seven countries on six continents. In addition to serving as a vehicle to make available the School's research studies, this magazine also deals with other investigations of timely merit in the hotel, restaurant, club, and institutional field. Each August it issues *A Bibliography for Hotel and Restaurant Administration*, which is a guide to other publications in the hotel and restaurant field. Numerous manuals and several books have likewise been published by the School. For further information, address inquiries to Prof. Helen J. Recknagel, managing editor, *The Cornell Hotel and Restaurant Administration Quarterly*, Statler Hall, Cornell University, Ithaca, New York 14850.

PRACTICE REQUIREMENT

As part of degree requirements, each student enrolled in the School of Hotel Administration must complete *before the last term of residence* three summer periods (or their equivalent) of supervised employment on approved jobs in approved hotels or restaurants or similar institutions. For purposes of administration this requirement is also stated as *the completion, before beginning the last term of residence, of at least sixty points of practice credit, where the point of credit is so defined that the normal summer's work of about ten weeks, with all the required' notices, reports, and other supervision, count for twenty points.* For exceptionally good types of experience, good workmanship, and excellent reports, excess credit is given; while for poor experience, poor workmanship, or poor or tardy reports, less than normal credit is allowed.

The requirement has a number of objectives. The student on practice at some minor or menial job can test his interest in work in the field. He can learn by experience the points of view of the employee. He can learn by observation the duties of fellow workers in related jobs, in superior or inferior posts. With thought and imagination he can reflect upon and learn something of the problems of management and their solution. Upon returning to the classroom, the student can then draw upon incidents in his experience to illustrate and to understand the ideas developed by the instructor. After graduation, he can rest his application for permanent employment in part upon his practice experience record and in many cases can rely on contacts established during the practice period to initiate and support his candidacy.

Credit for hotel or restaurant experience is estimated on the basis of the number of weeks worked, and reports filed by the students and by the employers. A limited amount of credit may be earned before entering college. A maximum of twenty points will be allowed any entering freshman for work experience performed within three years prior to matriculation. A maximum of thirty points will be allowed any transfer or special student for work done prior to matriculation. Therefore, students who expect to be employed in the field before entering Cornell University and who wish to count that work against the practice requirement should apply before beginning work or as soon thereafter as possible to the Committee on Practice for instructions. Not more than thirty points of practice credit may be earned in any one hotel or restaurant, and only fifteen points may be earned while earning academic credit. Applications for practice credit must be made at the time of registration. No credit will be allowed for prior experience not reported at the time of registration.

Each student enrolled in the School is expected to spend his summer vacation periods at approved work. Express permission of the Com-

1. As set forth in the Practice Instructions supplied on request to the School, Statler Hall.

mittee on Practice is required to do otherwise. Failure to submit the required notices and reports may result in not satisfying the requirement that sixty practice credits be earned before the beginning of the last term of residence. Plans for the summer should be made definite only after a study of the practice instructions and with the approval of the chairman of the Committee. Formal application for credit must be filed on or before the first day of classes following the completion of the period of experience. Attention is called especially to the fact that the practice requirement must be satisfied before the beginning of his last term of residence. No student is permitted to register for his final term of residence until he has satisfied the practice requirement in full.

Since cadets in the Army Reserve Officers Training Corps are expected to spend six weeks in camp during the summer before their senior year, it is especially desirable that hotel students who plan to join the Corps and to elect the advanced courses in military science make every effort to expedite their practice work early. By working the full vacation periods of thirteen weeks and by filing extra reports it is possible to satisfy the practice requirements and to attend the final summer training camp. Similarly students enrolled in the Navy Reserve Officers Training Corps who must make summer cruises should anticipate the practice requirements as much as possible.

Although the supervised practice is an essential part of the student's program, the School does not guarantee summer positions. Through the School's numerous contacts with the hotel and restaurant industry a considerable number of openings are available for students of high promise. Other students are assisted in finding work, and ordinarily American students find jobs quite readily. Jobs suitable for foreign students are considerably less numerous. Consequently, the foreign student must expect to have considerably more difficulty in getting located. The School will give assistance as it can to foreign students but in no case can guarantee placement or assume responsibility for it.

Some hotel and restaurant organizations (among them the Hotel Corporation of America, Hilton Hotels, Inter-Continental Hotels Corporation, Sheraton Hotels, and Stouffer's and Marriott Corporation) make a point of providing experience opportunities for Cornell students, giving them special apprenticeship arrangements with rotated experience.

The type of experience for which practice credit has been given is illustrated in the following list of jobs previously listed by hotel students.

Food Service Supervisor, Racquet Club, Philadelphia, Pennsylvania
 Manager, Elka Club, Elka Park, New York
 Datum Club Supervisor (Manager), Commissioned Officers' Mess, Open, U.S. Naval Base, Newport, Rhode Island
 Food and Beverage Control Trainee, London Hilton, London, England
 Accounting Checker, Laventhol Krekstein Horwath and Horwath, New York City

Steward, Blackhawk Restaurant, Chicago, Illinois
 Desk Clerk, Holiday Inn, Easton, Maryland
 Design Draftsman, Buckelius Food Service Equipment Company, Shreveport, Louisiana
 Housekeeping Staff, Sheraton-Boston, Boston, Massachusetts
 Bell Captain, Island Inn Motor Hotel, Westbury, New York
 Food Service Supervisor, Disneyland, Anaheim, California
 Manager, Western Drive-In, Akron, Ohio
 Cook, Statler Inn, Ithaca, New York
 Host, Queens Surf Restaurant, Honolulu, Hawaii
 Assistant Manager, Host Town Motel, Lancaster, Pennsylvania
 Baker's Helper, Pleasantdale Bakery, West Orange, New Jersey
 Manager, Hyannisport Club, Hyannisport, Massachusetts
 Auditor, Price Waterhouse & Company, New York City
 Waiter, Santa Fe Railroad, Chicago, Illinois
 Trainee, Caribe Hilton Hotel, San Juan, Puerto Rico
 Assistant Head Cashier, Grossinger's, Grossinger, New York
 Assistant Credit Manager, Sheraton-Atlantic, New York City
 Banquet-Sales Trainee, Huntington Town House, New York City
 Supervisor, York Hospital, York, Pennsylvania
 Executive Trainee, El Ponce Intercontinental Hotel, Ponce, Puerto Rico
 Busboy-Barwaiter, Deepdale Golf Club, Manhasset, New York
 Bartender, Bethesda Country Club, Bethesda, Maryland

EXPENSES AND SELF-SUPPORT

A detailed statement regarding fees and expenses will be found in the *Announcement of General Information*, a copy of which will be sent on request. In brief, the student will be held, on registering, for the following fees each semester.

Tuition*	\$925.00
General Fee†	\$250.00
<hr/>	
TOTAL PER TERM*	\$1175.00

Living expenses, in addition to the above fees, depend upon the student's taste and standards and probably range upwards from \$600 a term. Thus, for the school year of nine months, a total of about \$3,900 is needed. Clothing, transportation, and fraternity dues are not included.

The student who wishes to be partially self-supporting can ordinarily earn his room or his meals, reducing the school-year budget to \$2,600 or \$2,800. Many earn more, but the sacrifice of time and energy and the drain of classroom work are heavy, especially the first year. Savings from summer earnings range from about \$500 to \$1,200. Self-supporting students may also apply for loans and for scholarships.

HEALTH SERVICES AND MEDICAL CARE

Health services and medical care for students are centered in two Cornell facilities: the Gannett Medical Clinic (out-patient department), 10 Central Avenue, and the Sage Infirmary, Sage Place (entrance on East Seneca Street between Stewart Avenue and Schuyler Place). Students are entitled to unlimited visits at the Clinic (appointments with individual doctors at the Clinic may be made, if desired, by calling or coming in person; an acutely ill student will be seen promptly whether he has an appointment or not).

Emergency Service: Students who need medical attention during the hours the Clinic is closed, may go to Sage Infirmary. If an accident or serious illness occurs, the physician on Emergency Service may be reached by calling 275-3493 during Clinic hours or 272-6962 after Clinic hours.

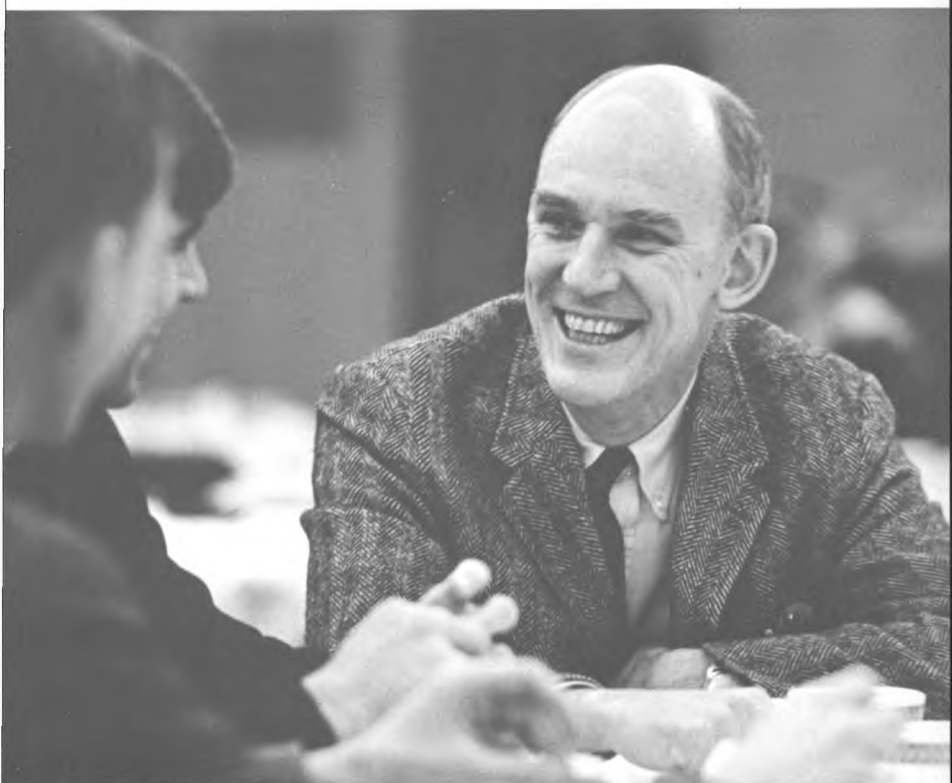
Students are also entitled to laboratory and x-ray examinations indicated for diagnosis and treatment, hospitalization in the Sage Infirmary with medical care for a maximum of fourteen days each term,

* Tuition and fees may be changed by the Board of Trustees to take effect at any time without previous notice.

† The General Fee contributes toward the services given by the libraries, the Gannett Clinic and Sage Hospital, and the student center in Willard Straight Hall; it also pays part of the costs of laboratory courses, general administration, physical recreation, and student activities. For information about other fees, methods of payment, and automobile regulations, see the *Announcement of General Information*.

and emergency surgical care. The cost of these services is covered in the General Fee.

On a voluntary basis, insurance is available to supplement the services provided by the General Fee. For further details, including charges for special services, see the *Announcement of General Information*. If, in the opinion of the University authorities, the student's health makes it unwise for him to remain in the University, he may be required to withdraw.



Students mingle informally with the faculty on many occasions, such as the daily coffee hour sponsored by the student hotel association.

SCHOLARSHIPS AND OTHER AIDS

Many fine young men displaying real promise and ability simply cannot meet their financial obligations without substantial scholarship assistance. The veteran is likely to find it necessary to supplement his G.I. aid. The School of Hotel Administration has developed considerable financial aid and loan resources so that many worthwhile young men can count on assistance. Attention is called to the fact, however, that the School can only supplement personal resources.

Financial aid is available from the general scholarship fund of the University and a number of Hotel School scholarships. Aid is available through work opportunities in the Statler Inn and Club, on the campus, and in the community. The loan funds of the Cornell Society of Hotelmen and the Guiteau Fund are also available.

APPLICATIONS

A new student seeking scholarship aid through any of the scholarships awarded by Cornell University listed below may become an applicant by filing a single application on a blank obtainable on request from the University Office of Admissions. The application is handled through the College Scholarship Service, which centrally processes scholarship applications for a large number of universities so that information provided for Cornell is available for use by all other participating institutions as well. His application then becomes valid for any scholarship open to Cornell students generally, for any scholarship awarded by the School of Hotel Administration, and for such scholarships at other institutions as he may indicate.

The formal application is due at Cornell not later than January 15 of the year of admission. Candidates must take the Scholastic Aptitude Test not later than the January sittings.

In the awards, consideration is given to the financial situation of the student and his family and to his academic ability as evidenced by his preparatory school record, his scholastic aptitude test scores, and the interview.

Prospective students are eligible also for a number of scholarships awarded by non-Cornell agencies. Some of them are described on pp. 125-133.

New York State offers various types of financial assistance to qualified college students who are State residents. Information may be obtained by writing: Regents Examination and Scholarship Center, New York State Education Department, Albany, New York 12201.

Students already enrolled in the School may obtain scholarship application blanks at the School office. In making the award to continuing students, consideration is given to need as evidenced by the family's financial situation and by the student's scholastic record as well as his overall promise.

SCHOLARSHIPS AWARDED BY THE SCHOOL

THE LAVENTHOL KREKSTEIN HORWATH & HORWATH SCHOLARSHIP, endowed by the original firm of Horwath & Horwath as the School's first scholarship, now adds to the income on the endowment an amount to bring the annual total available to \$1500.

THE NEW JERSEY STATE HOTEL ASSOCIATION SCHOLARSHIPS are supported by an annual grant of \$400 from the New Jersey State Hotel Association. In the award, preference is given to residents of New Jersey,

THE PENNSYLVANIA HOTELS ASSOCIATION SCHOLARSHIP, established in 1933, entitles the holder to \$200 a year. In the award, preference is given to residents of Pennsylvania.

THE HARRIS, KERR, FORSTER & COMPANY SCHOLARSHIP, established by the firm of accountants of that name, is supported by an annual grant of \$400, and is awarded to worthy students of promise, in the accounting field.

THE NEEDHAM AND GROHMANN SCHOLARSHIP, established in 1933 by the advertising agency of that name, entitles the holder to \$500 a year, and recognizes particularly scholarship in hotel advertising.

THE A. E. STOUFFER SCHOLARSHIP, established by the Stouffer Corporation, operators of the Stouffer Restaurants in Cleveland, Detroit, Philadelphia, Pittsburgh, New York, and Chicago, entitles the holder to the income available from the A. E. Stouffer Scholarship Fund of \$5,200 and recognizes particularly scholarship in subjects related to restaurant operation.

THE NEW YORK STATE HOTEL ASSOCIATION SCHOLARSHIP, supported by subscriptions from members of that association, provides stipends of varying amounts. In the award, preference is given to residents of New York State.

THE PARTRIDGE CLUB SCHOLARSHIP, established by the Partridge Club of New York, Inc., is supported by an annual grant of \$600. The award is open to a needy student who is a citizen of the United States and a resident of metropolitan New York.

THE THOMAS L. BLAND SCHOLARSHIP, consisting of the income available from a bequest of \$10,000, is given to a "deserving and needful person," preference being given to residents of the late Mr. Bland's native state of North Carolina.

THE F. AND M. SCHAEFER SCHOLARSHIP was established in 1940 by an endowment of \$12,500 as a memorial to Frederick and Maximilian Schaefer, founders in 1842 of the F. and M. Schaefer Brewing Company. In making the award, preference is given, where equitable, to students from New England or the Middle Atlantic states.

THE RALPH HITZ MEMORIAL SCHOLARSHIP is supported by an endowment of \$10,000 contributed by his friends to honor the memory of the late Ralph Hitz, founder of the National Hotel Management Company.

THE HERBERT L. GRIMM MEMORIAL SCHOLARSHIP consists of the income from an endowment of approximately \$3,000 contributed by the

friends of the late Mr. Grimm through the Pennsylvania Hotels Association, of which he was for many years an active member.

THE ALBERT PICK HOTELS AND MOTELS SCHOLARSHIP is supported by an annual donation of \$500 from Mr. Pick, president of the Pick Hotels Corporation, Chicago, Illinois.

THE KOEHL, LANDIS, AND LANDAN SCHOLARSHIP is an annual grant of \$200 donated by the advertising firm of that name.

THE DUNCAN HINES FOUNDATION SCHOLARSHIPS are grants of \$1,000, donated by the trustees of the Duncan Hines Foundation, for the benefit of students "engaged in special studies in foods, food values, dietetics, culinary arts, and similar subjects."

THE JOHN SHERRY SCHOLARSHIP was established in recognition of Mr. Sherry's many years of voluntary service on the faculty.

THE ANHEUSER-BUSCH SCHOLARSHIPS, supported by an annual donation of \$2,500, are awarded on the basis of academic excellence, financial need, and leadership qualities.

THE LUCIUS M. BOOMER SCHOLARSHIP, representing the royalties of Mr. Boomer's book, *Hotel Management*, is available through the generosity of Mrs. Boomer for award to students from Norway, her native country.

THE FRANK A. MCKOWNE SCHOLARSHIP, originally established by the School itself in memory of Mr. McKowne and in recognition of his many years of service as chairman of the Committee on Education of the American Hotel Association, was endowed in 1952 by the Statler Foundation, of which he was for many years a trustee. Grants are made according to need in amounts of up to \$1,500 a year.

THE McCORMICK AND COMPANY SCHOLARSHIP is supported by an annual grant of \$600 from McCormick and Company of Baltimore. It is awarded to students in need of financial assistance who, in respect to superior character, interest, and scholarship, give evidence of being worthy recipients.

THE HOTEL ASSOCIATION OF NEW YORK CITY MEMORIAL SCHOLARSHIPS, established by that association as memorials to its deceased members, are supported by annual grants of \$1,000. The awards are open to needy and worthy students from the area of metropolitan New York. Preference is given to children of hotel workers.

THE ELLSWORTH MILTON STATLER SCHOLARSHIPS were established by the Statler Foundation in memory of the founder of Hotels Statler Company, who was the donor, through the Foundation, of Statler Hall. The scholarships are awarded to promising needy students and carry an annual stipend of \$1,500 to \$2,500 each, according to the need.

THE WILLIAM W. MALLESON SCHOLARSHIP was established in recognition of the voluntary service on the faculty of William W. Malleson, Jr., of Skytop Lodge, Pennsylvania.

THE PITTENGER SCHOLARSHIP was created from a bequest of \$3,000 by the late George W. Pittenger, for many years an officer of the American Hotel Association. The award is open to a worthy student from Switzerland.

THE CALLIS SCHOLARSHIP, initiated through the generosity of Mr. H. B. Callis, long-time friend of the School, in the name of his two sons, E. C. Callis '42, and H. B. Callis, Jr., '49, is supported by the income from an endowment of over \$10,000.

THE THOMAS PHELPS JONES MEMORIAL SCHOLARSHIP, established in 1954 by the International Stewards' and Caterers' Association in memory of their distinguished former member, Mr. Thomas Phelps Jones of Boston, carries an annual grant of \$500.

THE HOWARD JOHNSON SCHOLARSHIPS, initiated in 1955, are maintained by annual grants from the Howard D. Johnson Company. The two scholarships each carry a stipend of \$500 and are awarded on the basis of promise and need, with preference to those interested in restaurant work.

THE NATIONAL ASSOCIATION OF HOTEL AND RESTAURANT MEAT PURVEYORS SCHOLARSHIP, awarded on the basis of need and without regard to race, religion, or national descent, provides \$250 annually.

THE HILTON HOTELS INTERNATIONAL SCHOLARSHIP of \$1,000 was established by Conrad N. Hilton to be awarded each year to an outstanding foreign student whose scholastic record and personal character and attributes make him worthy of recognition.

THE H. B. MEEK SCHOLARSHIP was initiated by E. Lysle Aschaffenburg, who solicited contributions from friends and alumni.

THE SCHOLARSHIP OF THE NEW YORK CITY CHAPTER, CORNELL SOCIETY OF HOTELMEN is maintained by contributions from members of the Chapter. In the award, preference is given to candidates from the metropolitan New York area.

THE SCHOLARSHIP OF THE PHILADELPHIA CHAPTER, CORNELL SOCIETY OF HOTELMEN, is maintained by contributions from members of the Chapter. Preference is given to candidates from the Philadelphia area.

THE SCHOLARSHIP OF THE WESTERN NEW YORK CHAPTER, CORNELL SOCIETY OF HOTELMEN, is given in the name of George Nicholas Ross '54 (deceased). In the award, preference is given to candidates from the western New York area.

THE GEORGES AND MARIAN ST. LAURENT SCHOLARSHIP is the gift of Mr. and Mrs. St. Laurent. This scholarship is open to undergraduate men and women who have completed at least one term in residence.

THE JOHN COURTNEY MEMORIAL SCHOLARSHIP was established by the Cornell Society of Hotelmen, the organization of the alumni of the School of Hotel Administration, in memory of John Courtney, a member of the School's first graduating class, a long-time member of its faculty, and secretary of the Society from its founding in 1928 to his death in 1957. Members of the Society and friends have raised a fund of \$10,000.

THE CLUB MANAGERS ASSOCIATION SCHOLARSHIP is supported by annual donations in varying amounts from the Club Managers Association of America.

THE GROSSINGER SCHOLARSHIPS, established in tribute to Mrs. Jennie Grossinger, are supported by annual grants of \$250 each from Mrs. Grossinger's son, Paul, '36, and from the Grossinger Hotel.

THE HUGH J. KEENAN SCHOLARSHIP was established, in memory of his father, by Walter H. Keenan of the Hotel Alpena, Alpena, Michigan, by an initial grant of \$1,000.

THE CHRISTOPHER RYDER HOUSE SCHOLARSHIP is supported by an annual grant of \$200 from Donald F. Kastner '43 and recognizes well-rounded participation in student activities.

THE PLEASANT VALLEY WINE COMPANY GRANT provides an annual contribution of \$1,000 for worthy students of the School of Hotel Administration, with preference given to those who are employed at the Statler Inn.

THE TEA COUNCIL SCHOLARSHIPS, which are granted in varying amounts according to need and merit, were established by an initial grant of \$10,000 from the Tea Council of the United States.

THE UNITED STATES BREWERS ASSOCIATION SCHOLARSHIPS, which are granted in varying amounts according to need and merit, have been maintained by annual grants from the United States Brewers Association, Inc.

THE DORADO BEACH SCHOLARSHIPS (five), gifts of Laurence S. Rockefeller, who developed that resort, carry an annual stipend up to \$2,500 and, when needed, up to \$1,000 travel expenses over a four-year period. Open to candidates who are native to or have strong ties with Puerto Rico, the U.S. Virgin Islands, and Hawaii, and who evidence a serious interest in hotel administration.

THE SHERATON CORPORATION OF AMERICA SCHOLARSHIP represents a contribution of \$250 for each graduate of the School of Hotel Administration who takes employment with that company during the previous year.

THE CORNING GLASS WORKS FOUNDATION SCHOLARSHIPS, originally established in 1960, have now been endowed through a Centennial Campaign gift and are awarded on the basis of merit and need.

THE SCHOLARSHIP OF THE WASHINGTON CHAPTER, CORNELL SOCIETY OF HOTELMEN was initiated by contributions from members of the Chapter. In the award, preference will be given to candidates from the Washington area.

THE ADRIAN PHILLIPS SCHOLARSHIP was established by the Hotel Sales Management Association to honor Mr. Phillips, their Executive Vice President, who conducted a course in hotel sales promotion at Cornell University for twenty-five years. Preference is given to applicants on the basis of their interest in sales as well as their need.

THE TAYLOR FOUNDATION SCHOLARSHIPS are provided by the Taylor Scholarship Foundation, established and directed during his lifetime by the late S. Gregory Taylor, former president of the Hotel St. Moritz in New York City, and later directed by his brother, Charles G. Taylor, and presently by the latter's widow, Marica A. Taylor. Awards are made to outstanding students on the basis of scholarly achievement, evidence of high moral character, promise of leadership in the hotel and restaurant field, and financial need. Awards up to a maximum of \$3,000 annually are determined by the individual applicant's resources and needs. All students accepted by or currently enrolled in the School of Hotel Administration at Cornell are eligible, but preference is given to those of Greek descent.

THE FOOD EQUIPMENT MANUFACTURERS ASSOCIATION SCHOLARSHIP is awarded to students interested in the food equipment industry.

THE NATIONAL DISTILLERS PRODUCTS SCHOLARSHIP is supported by an annual grant of \$1,000 from the National Distillers Products Company.

THE BANQUET MANAGERS GUILD SCHOLARSHIP was established with a grant of \$2,000 to be awarded for four years.

THE CORNELL SOCIETY OF HOTELMEN MEMORIAL SCHOLARSHIP has been established by individual subscriptions and a grant of \$5,000 from the Society as a continuing memorial to deceased alumni of the School of Hotel Administration, currently including Joan Anthony, Leslie Bentley, Robert Buell, Morgan R. Cary, Charles Christoph, Walter Clist, Jr., Clark Fountain, Ernest Henderson, E. Charles Jackson, C. Frederick Kellogg, Jr., William H. Lodge, Robert E. Love, Curtis Mosso, Jess B. Neuhauser, Bruce Parlette, Karl F. Perry, Clifford Reulein, and Raymond Williams.

THE HOWE FOLDING FURNITURE SCHOLARSHIP, established by the manufacturing firm of that name, is supported by an annual grant of \$500 and particularly recognizes interest and scholarship in the field of convention hotel operation. Preference is given to members of minority groups.

THE JOHN H. RUDD JR. SCHOLARSHIP AWARD was initiated by the Hotel Front Office Managers Association of New York City in honor of John H. Rudd, Jr., first president of that organization. This scholarship is awarded to a student who has evidenced interest in front office operation.

THE DOLE CORPORATION SCHOLARSHIP was established to encourage the production, merchandising, and selling of food among the student body of the school and was initiated by that company with a grant of \$1,000.

THE LOEW'S HOTELS SCHOLARSHIP was initiated through the generosity of Mr. Preston Robert Tisch, president of Loew's Hotels, Inc., and represents an annual grant of \$500.

THE DONALD IRWIN SCHOLARSHIP is supported by an annual donation of \$500 from the family of Donald Irwin. It is awarded to a student in need of financial assistance who gives evidence of being a worthy recipient through his character, interest, and scholastic standing. Preference is given to a son or daughter of a person connected with either a wholesale grocery company or the mass food service feeding industry.

THE SAGA FOOD SERVICE SCHOLARSHIP was initiated by a gift of \$500 from that company to assist in the formal education and training of young men for the food service industry.

THE HILTON HOTELS CORPORATION SCHOLARSHIP is an annual gift of \$1,000 to be awarded to an outstanding student, a citizen of the United States, entering his third or fourth year in the School, whose scholastic record and personal character and attributes make him worthy of recognition.

THE MÖVENPICK SCHOLARSHIP, an annual gift of \$500, was given by Mr. Ueli Prager, president of Mövenpick, Ltd., a Zurich restaurant chain. The scholarship will be given to a Swiss student who demonstrates financial need and academic promise.

THE DOROTHY AND CHARLES SAYLES GRANT-IN-AID is open to a needy and promising hotel student who has completed at least one term in the School of Hotel Administration.

THE SKY CHEFS SCHOLARSHIP was established by a grant of \$1,000 to be awarded to a needy student with some preference for a future in the restaurant and food industry.

THE MERLE MARCUS MEMORIAL SCHOLARSHIP is an annual donation of \$100 from the Southern California Chapter of Hotel Sales Management Association in memory of a deceased member of that organization.

THE LEWIS GOLDSTEIN MEMORIAL SCHOLARSHIP was established by the National Fisheries Institute in the name of its late president by a grant of \$500. In the award, preference will be given to a student engaged in work with fishery products.

THE MERLE KEY GUERTIN SCHOLARSHIP was established with an initial grant of \$1,000 by members of the Best Western-Best Eastern Motel Association in honor of the founder of that nationwide referral organization. The scholarship is open to a junior particularly interested in following a career in the motel and motor hotel field.

THE COLUMBIA GAS OF OHIO SCHOLARSHIP was established by a grant from that company for a worthy student in the School of Hotel Administration.

THE MAX AND ETHEL MALAMUT FOUNDATION AWARD was established by Lewis '49 and Gary P. Malamut '54 in honor of their parents. The annual award of \$250 is available to a resident of New Jersey.

THE PAUL T. KILBORN MEMORIAL SCHOLARSHIP in memory of Mr. Kilborn, a leader in the hotel industry throughout his life, was established by a gift of \$500 from his son and daughter-in-law, Paul '50 and Justine Kilborn. In keeping with Mr. Kilborn's practice of sponsoring immigrants to this country, the award is to be made to a needy foreign student who might otherwise be unable to attend Cornell University.

THE MARRIOTT CORPORATION SCHOLARSHIP GRANT was established by a grant of \$500 to assist worthy students in meeting their expenses.

THE LILLIAN SACKHEIM ERLICH MEMORIAL SCHOLARSHIP was established by the John C. O'Donnell family in memory of Mrs. O'Donnell's mother for a deserving student of the School of Hotel Administration, with preference to be given to those whose residence is either Buffalo, New York, or Dallas, Texas.

THE DONALD M. BILES SCHOLARSHIP was established in recognition of the voluntary service on the faculty of Mr. Donald M. Biles of Skytop Lodge, Pennsylvania. Preference will be given to students expressing an interest in resort management.

THE DUBOIS CHEMICALS SCHOLARSHIP was initiated by a gift of \$500 for award to a student in the School of Hotel Administration.

THE CATTLEMAN RESTAURANT (NEW YORK) SCHOLARSHIP was initiated by a grant of \$250 for a student showing need and scholastic achievement.

THE EDWIN S. WEBER, SR. SCHOLARSHIP was established by Edwin S. Weber, Jr., in honor of his father. Preference will be given to the sons and daughters of Dutch Pantry associates and, secondarily, to those of the Standard Oil Company of New Jersey.

THE GREYHOUND FOOD MANAGEMENT SCHOLARSHIP was initiated with an unrestricted donation of \$1,000 from Greyhound Food Management, Inc., Henry A. Montague, president.

THE DEWEY MacLAIN SCHOLARSHIP was established by the will of Mr. MacLain for scholarship to needy and deserving students in the School of Hotel Administration. Mr. MacLain, a Negro waiter and bartender, bequeathed his entire estate of over \$100,000 to the School for this purpose.

THE BARNEY L. ALLIS MEMORIAL SCHOLARSHIP, the gift of Dr. and Mrs. Louis Kovitz, Mrs. Susi Allis Kohan, Mr. Philip Pistilli, and other relatives and friends of one of America's distinguished hotel men, was established as a lasting and fitting tribute to the memory of the long-time proprietor of the Hotel Muehlebach.

THE MRS. EDMUND EZRA DAY SCHOLARSHIP was established by Brooke Inns, Inc.—John A. Brooke '57, president; David L. Brooke '50, vice president—in honor of the widow of the fifth president of Cornell University. It is to be awarded to needy students who contribute to the best of their ability to their own support.

THE SONNABEND SCHOLARSHIP was established in memory of Mr. A. M. Sonnabend, founder of the Hotel Corporation of America. In the award preference will be given to members of minority races and to sons and daughters of employees of the Hotel Corporation of America.

THE HOTEL CORPORATION OF AMERICA SCHOLARSHIP, initiated by a donation of \$1,000, will recognize members of minority races and sons and daughters of employees of that corporation.

THE PAUL MASSON VINEYARDS SCHOLARSHIP is to be awarded to worthy students whose scholastic records and personal attributes give promise of future achievement.

THE HOSPITAL FOOD ADMINISTRATORS ASSOCIATION SCHOLARSHIP was established by a donation to the School of \$500 representing honoraria due speakers at a Hospital Food Administrators Association workshop.

WINEGARDNER-HAMMONS OPERATIONS INC. SCHOLARSHIP was established by a gift of \$500 to be awarded to a student with a demonstrated interest in innkeeping. The firm owns and operates Holiday Inn franchises.

THE AMERICAN HOTEL & MOTEL ASSOCIATION SCHOLARSHIP of \$500 provides financial aid to needy students of the School of Hotel Administration.

THE A. L. MATHIAS SCHOLARSHIP was established by George D. Mathias '58, in honor of his father and is to be awarded to worthy students in the School.

A scholarship donated by DISTINGUISHED HOTELS OF THE WORLD—ROBERT F. WARNER, INCORPORATED, provides financial aid to needy students of the School.

SCHOLARSHIPS AWARDED BY OTHER AGENCIES

The following scholarships, open to students or prospective students in the School of Hotel Administration at Cornell University, are awarded by the agencies indicated. The special procedures for applying should be noted.

THE H. J. HEINZ COMPANY will present each year to qualified students finishing their freshman year in courses of study leading to degrees in institutional food service management five scholarships of \$1500 each, payable at \$500 per year over a three-year period; and also matching payments for summer employment up to \$500 a year following the freshman, sophomore, and junior years. Applicants will be judged on scholastic ability, aptitude and interest in the food service field, leadership, character, professional potential, and financial need. Applications should be filed not later than March 31 with Dr. Chester G. Hall, Director of Education, National Restaurant Association, 1530 North Lake Shore Drive, Chicago, Illinois 60610.

THE ARTHUR L. ROBERTS MEMORIAL SCHOLARSHIP FUND was established in memory of the late Arthur L. Roberts, who for many years was one of the country's outstanding hotelmen. The scholarship, awarded to a student enrolled in the School of Hotel Administration at Cornell, will provide a maximum of \$2,000 per year for four years. This award is open to applicants who are residents of the state of Minnesota, or to a child or grandchild of a former employee of Mr. Roberts or of the Arthur L. Roberts Hotel Company. Awards are made by a selection committee appointed by the trustees of the fund.

GRANTS AND ASSISTANTSHIPS

In addition to the scholarships named above, Hotel students are eligible for the general University scholarships (see the section above concerning application for the various scholarships). These include the Cornell National Scholarships, carrying ranging values, the University Undergraduate Scholarships, and the State of New York Scholarships, open to New York State residents.

LOANS

Loans to promising students in need of assistance have been made possible by gifts to the University. It is a general policy to grant loans only to students who have completed at least one term at Cornell. Application should be made at the Office of Scholarships and Financial Aid, Day Hall.

Short-term loans in small amounts may be arranged through the Secretary of the Cornell Society of Hotelmen, Statler Hall W-104.

Ye Hosts, recognition society of the School of Hotel Administration, also has established a loan fund for students in need of temporary financial assistance.

THE RAYMOND M. CANTWELL LOAN FUND was established by Mr. Cantwell '52, with a check of \$1500 he received as winner of an Idea Bank Contest conducted by Admiral Sales Corporation. The money is available on easy terms.

THE DR. V. ALLEN CHRISTIAN STUDENT LOAN FUND was established with an initial gift of \$1,000 from Professor V. A. Christian in memory of his father. Loans are to be made to worthy students in the School of Hotel Administration who are in need of funds for a short period of time.

THE GROHMANN SCHOLARSHIP AND LOAN FUND in the initial amount of \$25,000 was established by the H. Victor Grohmann family for worthy and needy undergraduate or entering Cornell University students. Loans are to be made on a short term basis at no interest, preference to be given to students in the School of Hotel Administration, varsity athletes, fraternity men, sorority women, and foreign students.

CORRESPONDENCE CONCERNING...

The academic requirements for admission (see pp. 98-99) should be addressed to the Office of Admissions, Edmund Ezra Day Hall, Cornell University, Ithaca, New York 14850.

The personal requirements for admissions (see p. 100), specifically regarding interviews, should be addressed to the Dean, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

The program of the School, the content of courses, the requirements for graduation, and questions of financial aid to students should be addressed to the Dean, School of Hotel Administration, Statler Hall, Cornell University, Ithaca, New York 14850.

Credit against the practice requirement should be addressed to the Chairman, Practice Committee, Statler Hall, Cornell University, Ithaca, New York 14850.



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